United Nations

A/57/62

General Assembly

Distr.: General
17 April 2002

Original: English

Fifty-seventh session
Item 116 of the preliminary list*
Programme planning

Programme performance of the United Nations for the biennium 2000-2001

Report of the Secretary-General**

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* A/57/50.

** Completion of the report was delayed owing to late submission from some departments, the need to carry out an unforeseen investigation and to start implementing requests contained in paragraphs 128 and 153 of General Assembly resolution 56/253 of 24 December 2001.

Summary

In accordance with the established regulations, the Secretary-General reports to the General Assembly on the programme performance of the United Nations after the completion of each biennial budget period.

The programme budget of the United Nations for 2000-2001 included 23,657 programmed quantifiable outputs. In addition, 1,080 outputs were carried over from the previous biennium, 1,979 outputs were added by legislative bodies and 1,689 outputs were initiated by the Secretariat, bringing the total number of outputs to be implemented to 28,405. Of this number 3,943 were terminated, 68 per cent of them by legislation and the rest for programmatic reasons, and 622 were postponed, 5 per cent by legislation and 95 per cent for programmatic reasons.

A total of 23,840 outputs were implemented utilizing 35,550 work-months. This comprised 58 per cent of all work-months available to the Secretariat, with the remaining 42 per cent devoted to non-quantifiable activities such as international cooperation, inter-agency coordination and liaison and technical cooperation activities. The implementation rate of initially programmed outputs, including those carried over from the biennium 1998-1999 and added by legislation, ranges from 51 to 98 per cent among the budget sections. The average is 83 per cent. However, if the 2,692 outputs terminated by legislation are deducted from the total workload, the overall implementation rate of the mandated outputs increases by 9.2 percentage points to 92.2 per cent.

If the overall outputs are to include those added by the Secretariat for programmatic reasons, the average implementation rate would vary from 51 per cent to 98 per cent and average 84 per cent. Finally, the implementation rate calculated as the ratio of all implemented outputs (programmed, reformulated, added by legislation and by the Secretariat) to the outputs initially programmed in the 2000-2001 budget, would range from 58 to 291 per cent, with the average at 101 per cent. This last figure is an indication of how much was achieved by the Secretariat with the resources provided to deliver the initial set of programmed outputs.

The present report also describes advances in enhancing monitoring and reporting modalities throughout the Organization by the further development of the Integrated Monitoring and Documentation Information System, and reviews the current status of the monitoring and reporting function throughout the Secretariat.

The distinct new feature of the 2000-2001 budget was the inclusion of expected accomplishments into each of its subprogrammes. These were replicated as the reporting goals for the qualitative assessments of programme performance for each subprogramme of the budget, along with the indicators of achievement and the accomplishments realized. The resultant narrative provides a relatively succinct but thorough review of the programme developments throughout the Secretariat.

I. Introduction

1. The Office of Internal Oversight Services (OIOS) has prepared the present report based on the modalities of the monitoring of programme performance as stipulated in article VI of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). Article VI states, inter alia, the following:

> "Regulation 6.1. The Secretary-General shall monitor accomplishments, as measured by the delivery of outputs scheduled in the approved programme budget through a central unit in the Secretariat. After the completion of the biennial budget period, the Secretary-General shall report to the General Assembly, through the Committee for Programme and Coordination, on programme performance during that period.
>
> "...
>
> "Regulation 6.3. The Secretary-General shall transmit the biennial programme performance report to all Member States by the end of the first quarter following the completion of the biennial budget period."

2. The report was also guided by relevant provisions of General Assembly resolutions 54/236 of 23 December 1999, 55/231 of 23 December 2000, 55/234 of 23 December 2000 and 56/253 of 24 December 2001.

3. The report analyses the programme performance of the Organization from two angles: (a) in terms of the implementation of outputs explicitly identified in the 2000-2001 budget narrative related to the programme of work, as well as of those carried over from the biennium 1998-1999 and added by legislation and the Secretariat in the course of 2000-2001; and (b) in regard to realizing the expected accomplishments as formulated in the programme budget and subsequently amended, where applicable, by the General Assembly in annex I to its resolution 54/249 of 23 December 1999. The reporting on the implementation of outputs provides explanations for non-implementation of outputs and reviews resources utilized broken down by sources of funding. Information on "non-quantifiable" activities that are described in the programme budget in more general terms without specific indication of quantities to be delivered, such as international cooperation, inter-agency coordination and liaison and operational activities, is included. In reporting on expected accomplishments, OIOS applied all possible efforts to direct programme managers towards relevant and clear formulation of indicators of achievement and accomplishments realized.[1]

4. In calculating the status of implementation of outputs, the report follows the approach prescribed by rule 106.1 (d) of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Conference and administrative services continue to be reported in terms of the relevant workload indicators.

5. At its fortieth session, in June 2000, the Committee for Programme and Coordination requested all reporting entities to bear in mind that systemic and consistent programme monitoring were critical components of programme management, and all departments/offices that had not already done so should establish viable and compatible monitoring systems.[2] OIOS followed up on this

conclusion by helping to strengthen the Integrated Monitoring and Documentation Information System capabilities and providing guidance to all users on its operation, as will be explained below. The Committee also noted with appreciation the inclusion of the qualitative assessments in the report and looked forward to their further refinement. In line with this guidance, OIOS worked jointly with programme managers and their focal points for reporting on the programme performance to achieve consistent improvements in the substance and presentation of reports on accomplishments realized. OIOS realizes, however, that there is still considerable room for improvement in this regard and that this work should continue with emphasis on the quality of reporting.

II. Strengthening the monitoring modalities

6. As was the case in the previous biennium, all programme managers were provided by OIOS with guidelines on programme performance reporting for 2000-2001. The guidelines underscored the responsibility of the heads of department and office for the continuous and effective internal monitoring of programme performance as prescribed by rule 106.2 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Heads of department and office were urged not only to monitor the production of outputs, but also to make a concerted effort to identify the major users of their outputs and services, to track indicators of the use made of their work and to shift to a more active concern with client satisfaction. They were also requested to strengthen their programme monitoring procedures and managerial accountability for fulfilling this responsibility.

7. The lessons learned from the preparation of the 1998-1999 programme performance report highlighted the imperatives of further developing qualitative performance measurements, and making computer-based reporting an integral part of the Organization's management culture. Acting on these lessons, OIOS focused its efforts in improving the programme performance monitoring and reporting on further development and the Secretariat-wide introduction and acceptance of the Integrated Monitoring and Documentation Information System.

8. The Integrated Monitoring and Documentation Information System is an online tool originally developed by the Department of Economic and Social Affairs to assist its senior level management in tracking the implementation of programme outputs and in meeting the performance reporting requirements of the General Assembly. OIOS decided to adopt the System in 1998 for deployment across the Secretariat and, with expanded functionality, has used it in preparation of the Secretary-General's programme performance reports for both 1998-1999 and 2000-2001.

9. Continuous improvements have been made to the Integrated Monitoring and Documentation Information System since its inception with one major and six minor new releases launched during the biennium 2000-2001. Three enhancements in particular are noteworthy for the impact they have had on productivity of programme oversight functions:

(a) In early 2000 the System was moved from the United Nations wide area network — connecting Headquarters with major offices away from Headquarters —

to a secure Internet environment. The application was thus made accessible at any duty station with Internet connectivity, as well as to staff working at remote locations, for example while on mission or telecommuting. As at the end of 2001, there were approximately 450 registered users based in 14 cities;

(b) At the request of the Office of Programme Planning, Budget and Accounts, the System was further expanded by the Department of Economic and Social Affairs in 2000 to include all programme components of all sections of the programme budget for 2002-2003. Thus the full database consists of all the objectives, expected accomplishments and indicators of achievement, for each subprogramme of the medium-term plan for the period 2002-2005 directly linked to the related outputs. The System was used from the start of the budget preparation process to capture departmental programmatic content and, subsequently, the information was extracted from the system and incorporated into the programme budget for the biennium 2002-2003. The partnership between the Office of Programme Planning, Budget and Accounts, OIOS and the Department of Economic and Social Affairs begins to permit end-to-end execution of the programme management process within an integrated, online environment;

(c) A basic workflow component was introduced in 2001 that facilitates more active interaction between an implementing unit and OIOS. Rather than submit entire performance reports at the 18 and 24-month points in the biennium, departments are now asked to monitor and report on individual outputs as soon as they are implemented. Records of completed outputs are available to OIOS for validation throughout the biennium, so that reporting and monitoring become a more continuous and less cumbersome administrative exercise.

10. Experience gained over the biennium shows that departmental commitment to the utilization of a monitoring tool is crucial to obtaining the desired results. If programme managers perceive the Integrated Monitoring and Documentation Information System only as a reporting device and not as a managerial aide, the System will not be able to realize its full potential. OIOS will require regular reporting through the System and will continue to support improvements that encourage more programme managers to adopt the System for day-to-day oversight within the context of a United Nations management culture of accountability and administrative efficiency.

III. Discipline of monitoring and reporting

11. The lessons learned from the 1998-1999 programme performance reporting exercise highlighted the importance of making the Integrated Monitoring and Documentation Information System-based monitoring and reporting of programme performance an integral part of the Organization's management culture at all levels. Another important conclusion was the need to continue developing qualitative performance assessments through more relevant, and comprehensive formulation of indicators of achievement and accomplishments realized. In the course of the last biennium, OIOS applied considerable efforts towards these ends.

12. To enhance the knowledge and acceptance of the new reporting modalities, OIOS organized in June 2001 a meeting of programme managers and focal points for the programme performance reporting. Details and specific concerns of using the Integrated Monitoring and Documentation Information System as the main reporting

tool were discussed, along with the seminal points of the qualitative assessments. OIOS also conducted jointly with the Information Support Unit of the Department of Economic and Social Affairs, eight training sessions at Headquarters and overseas, in which programme managers and programme performance reporting focal points were given a hands-on presentation and guidance on fully utilizing all Integrated Monitoring and Documentation Information System capabilities. A user-friendly manual on operating the System was produced and distributed to all reporting entities. Detailed guidelines on preparing and submitting qualitative assessment were also provided to all programme managers and programme performance reporting focal points. In addition, the OIOS staff responsible for specific programmes were continuously available for substantive and technical support and advice to their client departments and for resolving any monitoring or reporting difficulties.

13. While these efforts have had some positive impact on the monitoring and reporting discipline throughout the Secretariat, the situation still leaves much to be desired. Many departments and offices have yet to put in place a system for programme performance monitoring on a regular basis. As a result, the majority of the Secretariat departments and offices were not able to observe the established deadlines in regard to both quantitative and qualitative reporting. In many cases, middle-level managers questioned the relevance of such reporting, considering the reporting exercise as an unnecessary burden and giving it low priority; in some cases, there was a loss of institutional memory through the movement of staff responsible for Integrated Monitoring and Documentation Information System reporting and OIOS had to educate newly assigned programme performance reporting focal points. Difficulties in regard to qualitative assessment included confusion on the part of departments and offices between indicators of achievement and working processes, as well as the propensity to report expected accomplishments in general and vague terms. OIOS has, therefore, had to apply pressure to ensure the compliance with the requirements of, and deadlines for, programme performance reporting.

14. Given the more complex tasks to be accomplished in preparing the programme performance reporting for the current biennium 2002-2003, OIOS intends to start early the review of the reporting modalities in regard to the expected accomplishments and the indicators of achievement. For reporting on implementation, the programmed outputs of all budget sections have been uploaded into the Integrated Monitoring and Documentation Information System and all departments and offices can access the system to monitor and report implementation of the work programme as it occurs. More intensive training of all users in both quantitative and qualitative aspects of programme performance reporting is being considered.

IV. Overview of programme performance for the biennium 2000-2001

15. The categories of the quantifiable outputs covered by the implementation reporting exercise remained the same as in the biennium 1998-1999:

(a) Substantive servicing of meetings;

(b) Parliamentary documentation;

(c) Ad hoc expert groups;

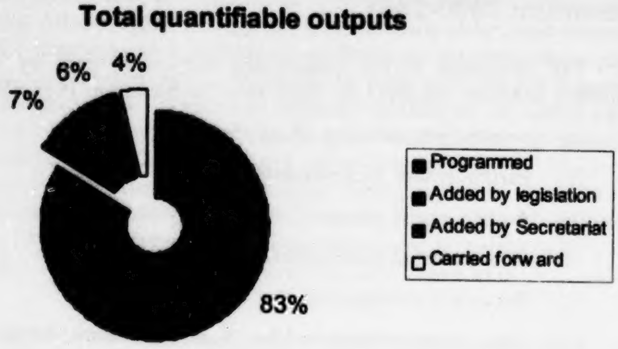
(d) Non-recurrent publications;

(e) Recurrent publications;

(f) Other substantive activities (such as exhibits, booklets, special events, etc.).

16. Outputs are defined in the annex to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation as final products or services delivered by a programme or subprogramme to end-users. Quantifiable outputs can, of course, be identified in the programme budget with sufficient precision. Other products and services included in the budget, such as advisory services, are considerably more difficult to identify as separate outputs and are less "measurable". Activities of the Organization also include those that do not generate "physical outputs" but are reflected in the programme budget as they are part of the Organization's work and consume resources. Examples of such activities include intra-Secretariat and system-wide coordination and consultation, "good offices", fact-finding and humanitarian missions, etc. These activities are considered as "non-quantifiable" and therefore not reflected in the implementation report. They are, however, taken into account in the qualitative assessment of programme performance.

17. The inventory of the programmed outputs subject to reporting was as per the "programme of work" narratives of the relevant subprogrammes of the proposed programme budget for the biennium 2001-2002 as amended by the General Assembly in its resolution 54/249. The 2001-2002 programme budget contained 23,657 final outputs specifically identified in the budget. In addition, 1,080 outputs carried over from the previous biennium as well as 1,979 outputs added to the Organization's programme of work during the biennium by legislative bodies, were also due for implementation in 2000-2001, thus bringing the total number of mandated outputs to 26,716. Furthermore, 1,689 outputs were added to the workload and implemented at the initiative of the Secretariat. The four different sources of activities scheduled for implementation are reflected in the following graph:



18. Of the initially programmed outputs, 19,440 were completed as programmed during the biennium and 339 were completed after reformulations (both are counted as implemented). It should be recalled that an output is considered reformulated when its description as cited in the programme budget has been modified, but it continues to address the subject matter of the originally programmed output. In addition, 1,979 outputs added by legislation and 1,689 outputs added by the Secretariat were also implemented. A total of 620 outputs were postponed to the following biennium (whether commenced, substantially in progress or not started) and 3,943 were terminated. Postponements and terminations of outputs occurred either by legislative decisions or at the discretion of programme managers in line with rule 106.2 (b) of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The annex to the present report provides, for each section of the biennial budget, a summary of the status of implementation, including departures from commitments and work-months utilized, as well as a qualitative assessment of programme performance.

V. Implementation

19. The mandated focus of the report is on the delivery of outputs, which is best described by an implementation rate of the Secretariat's work programme. There are three different ways to calculate this rate, depending on what is considered as the workload of the biennium. The first calculation (I_1) shows the ratio of outputs implemented to the sum of all mandated outputs (those initially programmed plus those carried over plus those added by legislation). It reflects the delivery of outputs, which were scheduled for implementation in the programme budget including those additionally mandated in the course of the biennium.

20. In the second calculation, the total implementation rate (I_2) will show performance in respect of all commitments made during the biennium, which includes all mandated outputs (as defined immediately above) plus additional outputs initiated by the Secretariat. This rate indicates how much of the overall workload of the biennium was accomplished.

21. Finally, the third implementation rate (I_3) is calculated as the ratio of all implemented outputs (programmed, reformulated and added by legislation and by the Secretariat) to the outputs programmed in the 2000-2001 budget. This indicator shows what was achieved overall with the available resources. To understand its purpose one should note that while budgetary resources were provided to deliver the outputs programmed in the biennial budget, unforeseen developments during the biennium resulted in additions to the workload, which had to be implemented within the allocated resources. This indicator shows best how much was delivered by a particular programme compared to what had been planned at the outset of the biennium.

22. The three implementation rates for each programme are summarized in table 1 below. Data on outputs reflect the total number, which is the sum of initially programmed, carried forward, additions by legislation and the Secretariat. In analysing the implementation rates, it is important to keep in mind that they refer only to quantifiable outputs. It should be recalled that in addition to them, the programmes of work of each department or office include non-quantifiable activities as described in paragraph 16 above. Those non-quantified activities accounted for a significant 42 per cent of the total Professional work-months reported as utilized in the implementation of the 2000-2001 programme of work.

23. The overall implementation rate of mandated quantifiable outputs (I_1) amounted to 83 per cent. This was lower by 5 percentage points than the rate of 88 per cent achieved in 1998-1999 but was still higher than comparable performance throughout the 1990s: 76.7 per cent in 1992-1993, 75.5 per cent in 1994-1995 and 80 per cent in 1996-1997 (see A/53/122, table 1).

24. OIOS examined the factors responsible for this slackening of the implementation rate. The primary reason was the increase in the number of terminated outputs, from 1,925 (or 8.4 per cent of programmed outputs) in 1998-1999, to 3,943 (or 16.6 per cent of programmed outputs) in 2000-2001. Of the 3,943 terminated outputs in 2000-2001, 2,692 or 68.2 per cent were terminated by legislation, another 1,054 or 26.7 per cent were terminated by the Secretariat, and the remaining 197 outputs or 4.9 per cent, were terminated due to vacancies and the shortage of extrabudgetary resources. Since the number of terminated outputs has a direct bearing on the implementation rate, it would be useful to recalculate the implementation rate of mandated outputs after deducting those outputs terminated by legislation (since the Secretariat bears no responsibility for outputs terminated through legislation). In doing so, the implementation rate of mandated outputs rises to 92.2 per cent. If this calculation is repeated for the previous biennium, 1998-1999, the implementation rate works out to 92.5 per cent, which is only marginally higher than in the current biennium.

25. The impact of the termination of outputs by legislation is stark in the Department for Disarmament Affairs. Of all the 23 budget sections for which programme implementation is covered by the present report, the Department had the largest absolute and relative number of output terminations — 1,463. This accounted for 38.9 per cent of all outputs terminated for the Secretariat. The 1,463 outputs terminated amounted to 52 per cent of the Department's programmed outputs (programmed in the biennial budget plus those carried forward from the biennium 1998-1999) and to 48 per cent of its total number of outputs.[3] Out of 1,463 outputs terminated, 1,380 outputs (94.3 per cent) were terminated by legislative decisions,

another 2.7 per cent were terminated by the Secretariat and 3 per cent were terminated owing to the lack of extrabudgetary resources. As a result, the Department's implementation rate decreased from 71 per cent in the previous biennium to 51 per cent in the current one, the lowest throughout the Secretariat. However, the total number of implemented outputs did not decrease as drastically: the Department implemented 1,559 outputs in the current biennium compared with 1,795 outputs in the previous one — a decrease of only 13 per cent.

26. Almost all of the outputs of the Department for Disarmament Affairs that were terminated were divided between two activity types — "substantive servicing of meetings" and "parliamentary documentation". A closer look revealed that the bulk of terminated outputs were due to legislative decisions to cancel numerous meetings of States parties to multilateral treaties and the related parliamentary documentation. The meetings of the subsidiary bodies of the Conference on Disarmament, the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction and the Fourth Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-bed and the Ocean Floor and in the Subsoil Thereof were among other meetings and conferences that did not take place as initially planned. Accordingly, hundreds of outputs programmed in support of these meetings had to be terminated. It should be emphasized that the decision to convene or cancel a meeting or series of them is entirely the purview of Member States. Consequently, implementation of related outputs was entirely beyond the control of the Department. Given the highly political content of disarmament issues, predictability has become a harder exercise to master and the Department cannot be blamed for the sharp drop in its implementation rate.

27. Overall among budget sections, the implementation rate of mandated outputs varied by 47 percentage points. Within that range, 11 out of 23 budget sections (about 48 per cent of them) achieved implementation rates of 90 per cent or higher; another 8 (more than one third of all) implemented between 80 per cent and 90 per cent of mandated outputs; and only 4 had implementation rates lower than 80 per cent.

28. The reasons for low implementation rates are varied. As explained above, legislative termination of outputs played a predominant role in the case of the Department for Disarmament Affairs. The same is true in regard to the Department of General Assembly Affairs and Conference Services, where out of the total 2,769 outputs programmed, 607, or 22 per cent, were terminated by legislative decisions. In other cases, while termination of outputs negatively affected the implementation rate, it was more than compensated for by additions to the programme of work due to programmatic refocusing and restructuring. For example, in the International Trade Centre UNCTAD/WTO (ITC), 10 programmed outputs were terminated and 5 were postponed out of the total of 99 outputs scheduled for implementation. At the same time, the addition of 43 outputs by the Secretariat resulted in an implementation rate of 73 per cent based on mandated activities, and a rate of 175 per cent when all implemented outputs are taken into account. The dynamic nature of demand for ITC products and services was reflected in frequent adjustments to its programme of work in line with the programmatic orientation and direction set by its annual legislative Joint Advisory Group meeting.

Table 1
Implementation rates by programme budget section[a]

Section		Total outputs	Implementation rates (percentage)		
			I_1	I_2	I_3
2	General Assembly affairs and conference services	2 769	67	68	82
3	Political affairs	1 285	95	95	97
4	Disarmament	3 063	51	51	58
5	Peacekeeping operations	343	86	86	87
6	Peaceful uses of outer space	440	95	96	153
8	Legal affairs	1 941	91	92	113
9	Economic and social affairs	2 948	95	95	114
10	Africa: New Agenda for Development	113	82	85	126
11A	Trade and development	1 208	83	84	91
11B	International Trade Centre UNCTAD/WTO	99	73	85	175
12	Environment	505	89	89	110
13	Human settlements	170	90	96	291
14	Crime prevention and criminal justice	514	96	96	138
15	International drug control	846	82	86	120
16	Economic and social development in Africa	503	79	80	86
17	Economic and social development in Asia and the Pacific	1 128	93	94	114
18	Economic development in Europe	3 842	90	90	118
19	Economic and social development in Latin America and the Caribbean	655	90	90	91
20	Economic and social development in Western Asia	231	88	89	95
22	Human rights	3 952	84	85	103
23	Protection and assistance to refugees	114	98	98	102
25	Humanitarian assistance	1 339	96	96	103
26	Public information	397	88	90	127
	Total	**28 405**	**83**	**84**	**101**

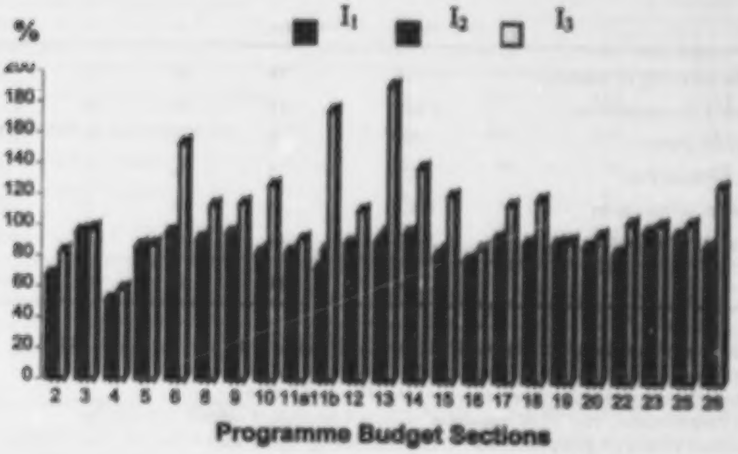
[a] I_1 — implementation rate of all mandated outputs (programmed + carried over + added by legislation) [(implemented + reformulated) – (additional outputs initiated by secretariat)/(programmed + carried over + added by legislation)]

I_2 — implementation rate of all mandated outputs + additional outputs initiated by programme managers [(implemented + reformulated)/(programmed + carried over + added by legislation + additional outputs initiated by secretariat)]

I_3 — ratio of all implemented outputs to outputs programmed in 2000-2001 budget (i.e. those for which resources were approved) [(implemented + reformulated)/programmed]

29. The I_1 and I_2 indicators, which are in most cases relatively close, reflect the implementation of the programme commitments. In the view of OIOS, the I_3 implementation rate, which is the ratio of all implemented outputs to the outputs initially programmed, provides a better perspective on the intensity of work implementation in different organizational entities. This indicator recognizes that it is not always feasible to plan output delivery with certainty two to three years in advance. The impact of emerging issues and changing priorities requires adequate programmatic response by the delivery of additional outputs within available budgetary resources. Such additions could be quite drastic. In programme budget section 13, Human settlements, 56 outputs were initially programmed in the biennial budget, 13 outputs were carried forward from the biennium 1998-1999 and 101 outputs were added by the Secretariat due to reprioritization and refocusing in the course of preparations for the special session of the General Assembly and follow-up, bringing the total number of outputs to be implemented to 170. Of this number, only one output was terminated and six were postponed, all of them belonging to those initially programmed. All additional outputs were implemented. As a result, the implementation rate of total programmed outputs (I_1) was 90 per cent, whereas the ratio of all implemented outputs to the outputs initially programmed (I_3) amounted to 291 per cent. In the case of section 6, Peaceful uses of outer space, 279 outputs were initially programmed, 86 outputs were added by legislation and 75 were added by the Secretariat, bringing the total number of outputs in the work programme to 440. Of these, only 10 were terminated and 8 were postponed. The resultant I_1 rate was a respectable 95 per cent, but the I_3 rate was an even more impressive 153 per cent. Given that there was no tangible increase in the resources of the Office of Outer Space Affairs, these figures attest to its ability to produce more with less.

Implementation rates for all budget sections*



* I_1 — implementation rate of all mandated outputs (programmed + carried over + added by legislation) [(implemented + reformulated) – (additional outputs initiated by secretariat)/(programmed + carried over + added by legislation)]
I_2 — implementation rate of all mandated outputs + additional outputs initiated by programme managers [(implemented + reformulated)/(programmed + carried over + added by legislation + additional outputs initiated by secretariat)]
I_3 — ratio of all implemented outputs to outputs programmed in 2000-2001 budget (i.e. those for which resources were approved) [(implemented + reformulated)/programmed]

30. The quantifiable outputs in the work programme of the Secretariat fall under six main activity types. Table 2 below presents the relative significance of each category both in terms of quantifiable outputs, as well as the implementation results reflected in the three different rates explained above. The category "substantive servicing of meetings" reflects only United Nations meetings and conferences with a three-hour meeting (or segment of it) being counted as one output. The category of "other substantive activities" incorporates such diverse activities as: fact-finding and other special missions on behalf of the Secretary-General; issuance of appeals for international assistance and fund-raising missions; promotion of legal instruments, including development of related standards; electronic, audio and video issuances, exhibits, booklets, information kits, special events and seminars; and technical material for outside users. The other four categories are self-explanatory.

Table 2

Implementation results for major categories of activities[a]

Activity type	*Total outputs*	*Percentage*	*Implementation rates (percentage)*		
			I_1	I_2	I_3
Substantive servicing of meetings	15 480	54	82	83	95
Parliamentary documentation	5 832	21	84	86	117
Ad hoc expert groups	781	3	91	91	105
Recurrent publications	1 420	5	74	75	87
Non-recurrent publications	1 458	5	74	76	105
Other substantive activities	3 434	12	92	93	108
Total	**28 405**	**100**	**83**	**84**	**101**

[a] I_1 — implementation rate of all mandated outputs (programmed + carried over + added by legislation) [(implemented + reformulated) – (additional outputs initiated by secretariat)/(programmed + carried over + added by legislation)]
I_2 — implementation rate of all mandated outputs + additional outputs initiated by programme managers [(implemented + reformulated)/(programmed + carried over + added by legislation + additional outputs initiated by secretariat)]
I_3 — ratio of all implemented outputs to outputs programmed in 2000-2001 budget (i.e., those for which resources were approved) [(implemented + reformulated)/programmed]

31. The lower than average implementation rates for recurrent and non-recurrent publications are mostly due to postponements (which account for 10.8 per cent and 11.2 per cent, respectively, of total outputs) and terminations (14.5 per cent and 12.6 per cent respectively, of total outputs). The main reasons behind deviations are: programmatic, such as unforeseen developments requiring the redeployment of resources to other activities, which accounted for 67 per cent of postponements and terminations in both categories. The shortage of extrabudgetary resources resulted in 17 per cent of all postponements and terminations; regular budget vacancies accounted for 6.5 per cent; and legislative decisions accounted for 8.5 per cent.

Additions

32. In the course of the biennium, 3,668 outputs or 15 per cent were added to the programme of work either by legislative bodies or the Secretariat and implemented. This was slightly lower than the figure of 16 per cent for the previous biennium. More than half (54 per cent) of the additional outputs were introduced by legislative bodies, mostly in two categories: parliamentary documentation (47 per cent), and substantive servicing of meetings (43 per cent).

Table 3

Additional outputs in major categories of activities

Activity type	*Total added*	*Legislation*	*Reason for additions* *Secretariat* *Total*	*Programmatic*	*XB availability*	*Additions (percentage)*[a]
Substantive servicing of meetings	1 437	857	580	558	22	10
Parliamentary documentation	1 510	932	578	545	33	35
Ad hoc expert groups	88	40	48	46	2	13
Recurrent publications	48	14	34	34	0	3
Non-recurrent publications	217	51	166	155	11	17
Other substantive activities	368	85	283	263	20	12
Total	3 668	1 979	1 689	1 601	88	15

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

33. Concerning additions by the Secretariat, parliamentary documentation comprised 34 per cent and substantive servicing of meetings accounted for 35 per cent, while recurrent and non-recurrent publications comprised 12 per cent and other substantive activities were responsible for 17 per cent. Programmatic reasons accounted for 95 per cent of additions by the Secretariat.

Table 4

Additions by programme budget section

Section		*Total added*	*Legislation*	*Reason for additions* *Secretariat* *Total*	*Programmatic*	*XB availability*	*Additions (percentage)*[a]
2	General Assembly affairs and conference services	90	17	73	73	0	3
3	Political affairs	5	5	0	0	0	<1
4	Disarmament	251	213	38	13	25	9
5	Peacekeeping operations	4	4	0	0	0	1
6	Peaceful uses of outer space	161	86	75	75	0	38
8	Legal affairs	335	123	212	212	0	21
9	Economic and social affairs	398	318	80	67	13	16
10	Africa: New Agenda for Development	35	17	18	18	0	45
11A	Trade and development	53	9	44	44	0	5
11B	International Trade Centre UNCTAD/WTO	43	0	43	43	0	77
12	Environment	17	4	13	11	2	3
13	Human settlements	101	0	101	101	0	146

Section		Total added	Reason for additions				Additions (percentage)[a]
				Secretariat			
			Legislation	Total	Programmatic	XB availability	
14	Crime prevention and criminal justice	154	102	52	52	0	43
15	International drug control	226	30	196	195	1	36
16	Economic and social development in Africa	29	7	22	22	0	6
17	Economic and social development in Asia and the Pacific	134	57	77	72	5	13
18	Economic development in Europe	820	505	315	312	3	27
19	Economic and social development in Latin America and the Caribbean	0	0	0	0	0	0
20	Economic and social development in Western Asia	14	8	6	6	0	6
22	Human rights	612	446	166	132	34	18
23	Protection and assistance to refugees	3	0	3	3	0	3
24	Palestine refugees	0	0	0	0	0	0
25	Humanitarian assistance	80	0	80	79	1	6
26	Public information	103	28	75	71	4	35
	Total	**3 668**	**1 979**	**1 689**	**1 601**	**88**	**15**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

34. Six budget sections (Disarmament, Legal affairs, Economic and social affairs, International drug control, Economic development in Europe and Human rights) accounted for 72 per cent of all additional outputs. In those six sections, 62 per cent of additions were introduced by legislative bodies.

Departures from programmed commitments

35. Of the 26,716 mandated outputs,[4] 622 or 2.3 per cent were postponed. The number of postponements was significantly lower compared with the previous biennium, when 1,080 outputs were postponed. An output is considered "postponed" if, irrespective of its stage of completion, it was not delivered to primary users by the end of the biennium. Table 5 shows the distribution of postponements between the main categories of activities, while table 6 provides explanations for the main reasons for the postponement of outputs by sections of the programme budget.

Table 5
Postponement of outputs in the main categories of activities

Activity type	*Total postponed*	*Reason for postponement*					*Postponements (percentage)*[a]
		Legislation	*Programmatic*	*RB vacancy*	*XB vacancy*	*XB shortage*	
Substantive servicing of meetings	159	11	138	0	0	10	1
Parliamentary documentation	36	11	20	4	1	0	<1
Ad hoc expert groups	20	1	14	3	0	2	3
Recurrent publications	154	3	117	4	0	30	11
Non-recurrent publications	164	2	137	9	3	13	13
Other substantive activities	89	1	64	4	0	20	3
Total	**622**	**29**	**490**	**24**	**4**	**75**	**3**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

36. The postponements mostly concerned meetings and publications, which jointly accounted for 82 per cent of the total. This pattern is similar to previous bienniums, as conflicting schedules or the intense programme of work of various intergovernmental and expert bodies often required shifting planned meetings to the future. When the programme budget was formulated; a number of sessions and meetings of legislative and intergovernmental bodies were predicted, together with the required supporting parliamentary documentation. However, the subsequent restructuring of the intergovernmental machinery in several areas, as well as revisions to the programme of work of various bodies, led to the postponement of a number of meetings, the related documentation and publications.

Table 6
Reasons for the postponement of outputs

Section		*Total postponed*	*Reason for postponement*					*Postponements (percentage)*[a]
			Legislation	*Programmatic*	*RB vacancy*	*XB vacancy*	*XB shortage*	
2	General Assembly affairs and conference services	16	10	5	0	0	1	<1
3	Political affairs	28	0	24	4	0	0	2
4	Disarmament	29	5	10	0	0	14	1
5	Peacekeeping operations	1	0	0	0	1	0	<1
6	Peaceful uses of outer space	8	0	8	0	0	0	3
8	Legal affairs	28	0	25	1	0	2	2
9	Economic and social affairs	80	4	67	8	0	1	3
10	Africa: New Agenda for Development	5	1	4	0	0	0	6
11A	Trade and development	42	3	32	3	0	4	4

Section		Total postponed	Reason for postponement					Postponements (percentage)[a]
			Legislation	Programmatic	RB vacancy	XB vacancy	XB shortage	
11B	International Trade Centre UNCTAD/WTO	5	0	4	0	0	1	9
12	Environment	27	0	17	0	0	10	6
13	Human settlements	6	0	5	0	0	1	9
14	Crime prevention and criminal justice	0	0	0	0	0	0	0
15	International drug control	34	0	28	1	0	5	5
16	Economic and social development in Africa	48	0	43	5	0	0	10
17	Economic and social development in Asia and the Pacific	18	0	17	0	0	1	2
18	Economic development in Europe	56	0	51	0	3	2	2
19	Economic and social development in Latin America and the Caribbean	21	0	21	0	0	0	3
20	Economic and social development in Western Asia	10	0	8	2	0	0	5
22	Human rights	138	6	100	0	0	32	4
23	Protection and assistance to refugees	0	0	0	0	0	0	0
25	Humanitarian assistance	10	0	9	0	0	1	<1
26	Public information	12	0	12	0	0	0	4
	Total	622	29	490	24	4	75	3

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

37. A total of 3,943 outputs were terminated in 2000-2001, representing 14.7 per cent of the 26,716 mandated outputs. This compares with 1,925 outputs, or 8 per cent of the total, terminated in the previous biennium. Some 68 per cent of terminations were based on legislative decisions (compared with 52 per cent in the previous biennium); programmatic reasons at the discretion of programme managers in accordance with rule 106.2 (b) of the PPBME accounted for 27 per cent (compared with 33 per cent in the previous biennium); and 5 per cent were attributed to vacancies and shortage of extrabudgetary resources. Some 85 per cent of all terminations were in the categories of substantive servicing of meetings and parliamentary documentation.

Table 7
Termination of outputs in the main categories of activities

Activity type	*Total terminated*	*Reason for terminations*					*Terminations (percentage)*[a]
		Legislation	*Programmatic*	*RB vacancy*	*XB vacancy*	*XB shortage*	
Substantive servicing of meetings	**2 536**	**1 916**	**604**	**8**	**0**	**8**	**18**
Parliamentary documentation	**809**	**716**	**89**	**2**	**1**	**1**	**19**
Ad hoc expert groups	**48**	**1**	**34**	**9**	**0**	**4**	**7**
Recurrent publications	**206**	**22**	**113**	**21**	**2**	**48**	**15**
Non-recurrent publications	**183**	**33**	**107**	**12**	**2**	**29**	**15**
Other substantive activities	**161**	**4**	**107**	**10**	**0**	**40**	**5**
Total	**3 943**	**2 692**	**1 054**	**62**	**5**	**130**	**16**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

38. At its thirty-ninth session, in June 1999, the Committee for Programme and Coordination requested that future performance reports should provide clear explanation for the termination of outputs (see A/54/15, para. 43). Table 8 below summarizes the reasons for the termination of outputs by budget section. Four budget sections (Disarmament, General Assembly affairs, Human rights and Economic development in Europe) accounted for 79 per cent of all terminated outputs. Of 3,110 outputs terminated in these sections, 78 per cent were terminated by legislative decisions, another 21 per cent were terminated for programmatic reasons and about 1 per cent was due to vacancies and the shortage of extrabudgetary funds. The reasons for terminations in section 4, Disarmament, are explained in paragraph 25 above. In the other three budget sections they were largely similar in nature: cancellation of initially scheduled meetings owing to various reasons and the refocusing of different subprogrammes in the light of new or emerging issues that needed to be addressed.

Table 8
Reasons for the termination of outputs by budget sections

Section		*Total terminated*	*Reason for termination*					*Terminations (percentage)*[a]
			Legislation	*Programmatic*	*RB vacancy*	*XB vacancy*	*XB shortage*	
2	**General Assembly affairs and conference services**	**882**	**607**	**275**	**0**	**0**	**0**	**33**
3	**Political affairs**	**41**	**40**	**1**	**0**	**0**	**0**	**3**
4	**Disarmament**	**1 467**	**1 384**	**40**	**0**	**0**	**43**	**52**
5	**Peacekeeping operations**	**46**	**46**	**0**	**0**	**0**	**0**	**14**
6	**Peaceful uses of outer space**	**10**	**2**	**3**	**0**	**0**	**5**	**4**
8	**Legal affairs**	**127**	**102**	**25**	**0**	**0**	**0**	**8**
9	**Economic and social affairs**	**58**	**13**	**36**	**3**	**0**	**6**	**2**

Section		Total terminated	Reason for termination					Terminations (percentage)[a]
			Legislation	Programmatic	RB vacancy	XB vacancy	XB shortage	
10	Africa: New Agenda for Development	12	0	6	6	0	0	15
11A	Trade and development	156	43	91	2	0	20	14
11B	International Trade Centre UNCTAD/WTO	10	0	8	0	1	1	18
12	Environment	27	1	16	0	0	10	6
13	Human settlements	1	0	1	0	0	0	1
14	Crime prevention and criminal justice	19	16	3	0	0	0	5
15	International drug control	86	1	78	3	0	4	14
16	Economic and social development in Africa	54	0	30	24	0	0	11
17	Economic and social development in Asia and the Pacific	53	22	23	5	0	3	5
18	Economic development in Europe	309	29	263	15	1	1	10
19	Economic and social development in Latin America and the Caribbean	47	0	28	0	0	19	7
20	Economic and social development in Western Asia	16	14	2	0	0	0	7
22	Human rights	452	372	61	0	3	16	14
23	Protection and assistance to refugees	2	0	0	0	0	2	2
25	Humanitarian assistance	40	0	40	0	0	0	3
26	Public information	28	0	24	4	0	0	10
	Total	**3 943**	**2 692**	**1 054**	**62**	**5**	**130**	**16**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Outputs brought forward

39. Tables 9 and 10 provide information on the status of implementation of outputs that were due for implementation in 1998-1999 but were subsequently reported as postponed to 2000-2001 in the report of the Secretary-General on programme performance for the biennium 1998-1999 (A/55/73). Of 1,080 outputs brought forward, 37 per cent were implemented, 7 per cent were further postponed and the remaining 56 per cent were terminated. The bulk of terminations — 78 per cent — fell under the category of substantive servicing of meetings, while recurrent and non-recurrent publications accounted for 74 per cent of postponements. There is an obvious need to review the continuing relevance and usefulness of such publications, when they have been postponed over two bienniums.

Table 9
Status of outputs brought forward by categories of activities

Activity type	*Brought forward from 1998-1999*	*Status of implementation*		
		Implemented	*Postponed to 2002-2003*	*Terminated*
Substantive servicing of meetings	572	90	10	472
Parliamentary documentation	50	41	0	9
Ad hoc expert groups	16	11	1	4
Recurrent publications	147	73	35	39
Non-recurrent publications	184	121	23	40
Other substantive activities	111	59	9	43
Total	**1 080**	**395**	**78**	**607**

Table 10
Status of outputs brought forward by budget section

Section		*Brought forward from 1998-1999*	*Status of implementation*		
			Implemented	*Postponed to 2002-2003*	*Terminated*
2	General Assembly affairs and conference services	406	2	11	393
3	Political affairs	21	6	1	14
4	Disarmament	114	66	0	48
5	Peacekeeping operations	0	0	0	0
6	Peaceful uses of outer space	3	1	0	2
8	Legal affairs	30	22	7	1
9	Economic and social affairs	85	58	12	15
10	Africa: New Agenda for Development	2	1	0	1
11A	Trade and development	47	29	1	17
11B	International Trade Centre UNCTAD/WTO	8	5	1	2
12	Environment	79	54	4	21
13	Human settlements	13	12	1	0
14	Crime prevention and criminal justice	1	1	0	0
15	International drug control	17	4	6	7
16	Economic and social development in Africa	9	3	1	5
17	Economic and social development in Asia and the Pacific	63	61	0	2
18	Economic development in Europe	67	40	7	20
19	Economic and social development in Latin America and the Caribbean	7	4	0	3
20	Economic and social development in Western Asia	1	1	0	0

Section		Brought forward from 1998-1999	Status of implementation		
			Implemented	Postponed to 2002-2003	Terminated
22	Human rights	80	14	22	44
23	Protection and assistance to refugees	1	0	0	1
25	Humanitarian assistance	13	2	3	8
26	Public information	13	9	1	3
	Total	**1 080**	**395**	**78**	**607**

VI. Resource utilization

40. A total of 61,321 work-months (including consultant work-months) was utilized by programme managers to deliver the 2000-2001 programme of work. Table 11 below shows the breakdown of the total number of work-months for each budget section along with the percentage of work-months utilized to produce quantifiable outputs.

Table 11
Work-months utilized

Programme	Regular		Extrabudgetary		Total					
	Professional	Consultant	Professional	Consultant	Regular	Extrabudgetary	Professional	Consultant	Grand total	Q[a]
General Assembly affairs and conference services	261.25	16	0	0	277.25	0	261.25	16	277.25	99
Political affairs	2 094.9	130	203.1	34	2 224.9	237.1	2 298	164	2 462	86
Disarmament	396.45	15	36.7	77.4	411.45	114.1	433.15	92.4	525.55	91
Peacekeeping operations	771.2	24	4 434.8	27.5	795.2	4 462.3	5 206	51.5	5 257.5	25
Peaceful uses of outer space	263.3	0	32.5	0	263.3	32.5	295.8	0	295.8	51
Legal affairs	1 517.25	39	394	2.5	1 556.25	396.5	1 911.25	41.5	1 952.75	67
Economic and social affairs	4 868.75	218	396.5	191	5 086.75	587.5	5 265.25	409	5 674.25	82
Africa: New Agenda for Development	231.5	130.5	54	2	362	56	285.5	132.5	418	96
Trade and development	3 146.3	134.5	932.7	723.3	3 280.8	1 656	4 079	857.8	4 936.8	64

	Regular		Extrabudgetary		Total					
Programme	Professional	Consultant	Professional	Consultant	Regular	Extrabudgetary	Professional	Consultant	Grand total	Q[a]
International Trade Centre UNCTAD/WTO	566.25	3	349.3	544.7	569.25	894	915.55	547.7	1 463.25	18
Environment	341.7	29.5	2 210.1	242.8	371.2	2 452.9	2 551.8	272.3	2 824.1	61
Human settlements	493.25	81.1	558.15	174.3	574.35	732.45	1 051.4	255.4	1 306.8	92
Crime prevention and criminal justice	457	16	341	68	473	409	798	84	882	38
International drug control	671	31	550.2	121.5	702	671.7	1 221.2	152.5	1 373.7	65
Economic and social development in Africa	1 293.2	249.5	19	43	1 542.7	62	1 312.2	292.5	1 604.7	79
Economic and social development in Asia and the Pacific	2 058.15	65.75	584.13	544.2	2 123.9	1 128.33	2 642.28	609.95	3 252.23	52
Economic development in Europe	2 321	116	247	118	2 437	365	2 568	234	2 802	86
Economic and social development in Latin America and the Caribbean	2 621.65	65.02	836.51	401.9	2 686.67	1 238.41	3 458.16	466.92	3 925.08	62
Economic and social development in Western Asia	1 182.5	155.25	85.5	65.75	1 337.75	151.25	1 268	221	1 489	82
Human rights	1 982.3	13	1 154.2	58	1 995.3	1 212.2	3 136.5	71	3 207.5	62
Protection and assistance to refugees	2 760	0	5 339	0	2 760	5 339	8 099	0	8 099	6
Humanitarian assistance	492.5	36.75	1 001.5	112.25	529.25	1 113.75	1 494	149	1 643	78
Public information	5 192.15	215	145	97	5 407.15	242	5 337.15	312	5 649.15	79
Total	**35 983.55**	**1 783.87**	**19 904.89**	**3 649.1**	**37 767.42**	**23 553.99**	**55 888.44**	**5 432.97**	**61 321.41**	**58**

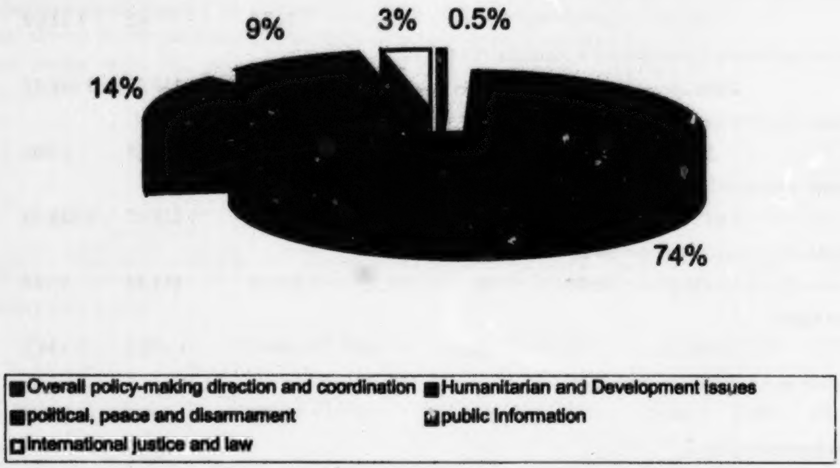
[a] Q = Quantifiable outputs — the percentage of work-months available in the budget section devoted to quantifiable outputs.

41. Of the above total number of work-months, 37,767 work-months or 62 per cent of the total were funded through the regular budget, while 23,554 work-months or 38 per cent were financed with extrabudgetary resources. Of the regular budget work-months, 95 per cent were of Professional staff and 5 per cent of consultants. The breakdown of extrabudgetary work-months was slightly different: 84 per cent were provided by Professional staff and 16 per cent by consultants. Altogether, Professionals provided 91 per cent of the total work-months, and only 9 per cent was provided by consultants.

42. Of the total 61,321 work-months, 35,550 work-months or 58 per cent were utilized to produce the 23,840 quantifiable outputs.

43. Among all budget sections, the Department of General Assembly Affairs and Conference Services, Africa: New Agenda for Development, Human settlements and Disarmament all devoted more than 90 per cent of the available work-months to the production of quantifiable outputs. On the other hand, for Peacekeeping operations, ITC and Protection and assistance to refugees the delivery of quantifiable outputs was a minor part of their overall activities accounting for less than 25 per cent of the available work-months.

44. With regard to the substantive content, 74 per cent of the total reported work-months was devoted to development activities and humanitarian assistance, while 14 per cent was committed to Disarmament, peace and security matters and 3.5 per cent to General policy-making and Legal affairs. The chart below shows the detailed breakdown:



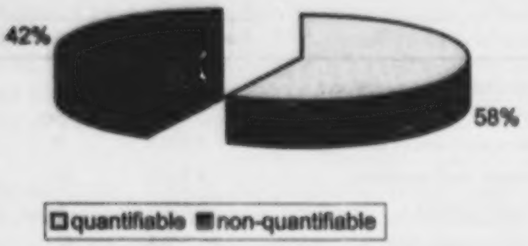
45. In terms of activity type, the servicing of intergovernmental and expert bodies accounted for 20 per cent of the total number of outputs, while other substantive activities (recurrent, non-recurrent publications and others) accounted for 38 per cent. All quantifiable outputs were under those two activity types. The 42 per cent of work-months devoted to non-quantifiable activities were largely divided between international cooperation and liaison with 11,149.9 work-months (or 18 per cent), and technical cooperation activities with 12,305 work-months (or 20 per cent). Table 12 shows the distribution of work-months by activity type and source of funding for both quantifiable and non-quantifiable outputs.

Table 12
Distribution of Professional work-months utilized by major category of activity in the biennium 2000-2001

Activity type	*Regular budget*	*Percentage*	*Extrabudgetary*	*Percentage*	*Total*	*Percentage*
Servicing of intergovernmental and expert bodies	9 652.3	26	2 572.3	11	12 224.6	20
Substantive servicing of meetings	3 266.7	9	562.4	2	3 829.0	6
Parliamentary documentation	4 567.6	12	1 231.0	5	5 798.6	9
Ad hoc expert groups	1 818.1	5	779.0	3	2 597.1	4
Other substantive activities	16 923.8	45	6 401.3	27	23 325.1	38
Recurrent publications	4 051.1	11	833.8	4	4 884.8	8
Non-recurrent publications	3 809.3	10	1 605.8	7	5 415.1	9
Other substantive activities	9 063.5	24	3 961.8	17	13 025.2	21
International cooperation, inter-agency coordination and liaison	4 849.6	13	6 300.3	27	11 149.9	18
Technical cooperation	5 043.8	13	7 261.3	31	12 305.1	20
Advisory services	1 880.8	5	1 733.0	7	3 613.8	6
Training courses, seminars and workshops	1 702.7	5	1 635.5	7	3 338.2	5
Fellowships and grants	34.0	<1	29.0	<1	63.0	<1
Field projects	1 426.3	4	3 863.9	16	5 290.1	9
Conference services, administration, oversight	1 298.0	3	1 018.8	4	2 316.8	4
Total	**37 767.4**	**100**	**23 554.0**	**100**	**61 321.4**	**100**

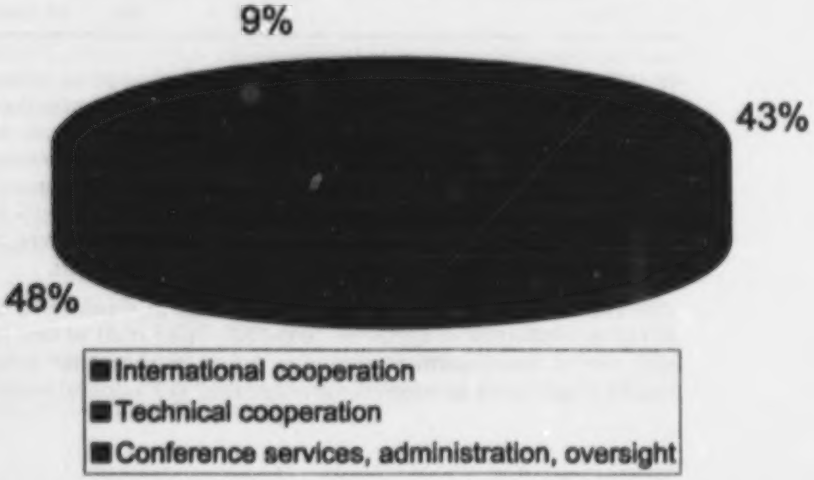
46. The amount of resources devoted to quantifiable outputs remained practically the same as in the biennium 1998-1999 — 34,589 work-months then and 35,550 in 2000-2001. However the amount of work-months spent on non-quantifiable activities almost doubled: from 14,550 work-months in the biennium 1998-1999 to 25,772 in the biennium 2000-2001. It should be recalled that non-quantifiable activities comprise outputs devoted to international cooperation, inter-agency coordination and liaison and such technical cooperation activities as advisory services, training courses, seminars and workshops, fellowships and grants, and field projects.

47. The total number of available work-months increased by a quarter — from 49,140 in 1998-1999 to 61,321 in 2000-2001. Almost all of this increase (91 per cent) was on non-quantifiable activities, which accounted for some 11,222 work-months in such areas as international cooperation and technical cooperation.


Resource utilization

48. The share of non-quantifiable activities in terms of work-months increased from 30 per cent in 1998-1999 to 42 per cent in 2000-2001. The largest increase was in the area of international cooperation activity, whose share of the total increased from 7 per cent to 18 per cent. In nominal terms, the figure increased more than threefold, from 3,667 work-months to 11,149 work-months. Technical cooperation activities also showed an increase in resource utilization, from 10,883 to 12,305 work-months.

49. Some 11,191 work-months or 30 per cent of the total financed from the regular budget were used for non-quantifiable activities, while 62 per cent of total number of work-months financed by extrabudgetary resources (14,580 work-months) were devoted to the same activities.


Resources devoted to non-quantifiable activities

50. Of 25,772 work-months utilized for non-quantifiable activities, 43 per cent accounted for international cooperation and inter-agency coordination and liaison, 48 per cent were used on technical cooperation activities and the remaining 8 per cent were devoted to administration and oversight.

VII. Qualitative assessment of programme performance

51. In response to legislative requests and in line with the Secretary-General's policy on introducing the core elements of results-based budgeting into the modalities of reporting on programme performance of the Organization, a qualitative assessment of programme performance for each budget section was incorporated for the first time into the annex to the programme performance report for the biennium 1998-1999 (A/55/73). This received a positive response from the General Assembly. The current report further develops and enhances this portion of the performance reporting. The main lessons learned from the initial experience amounted to:

(a) The preparation of qualitative assessment should start no later than six months before the end of the biennium;

(b) The preparation of the qualitative assessment should be viewed by managers at all levels as an opportunity to self-assess their performance in realizing the expected accomplishments and lay the foundation for drawing the course of action for the next biennium;

(c) The top management of each programme should be actively involved in the exercise from start to finish;

(d) It is vitally important to maintain continuous dialogue between OIOS and the reporting department throughout the whole process of preparing the qualitative assessment.

52. These four preconditions ensure that the formulation of the indicators of achievement and the accomplishments realized is precise, informative and comprehensive and that it reflects fully the seminal points of the programme's accomplishments during the reporting period. OIOS has had an uneven success in obtaining the programme managers cooperation along these lines: while some of them were responsive, prompt and cooperative in addressing OIOS concerns, others had to be pressured to extract necessary information which was often submitted bit by bit, in a patchwork manner and of substandard quality. In some cases, the programme managers had difficulty in distinguishing a mere listing of activities from accomplishments realized through carrying out these activities. Others provided submissions with mismatched indicators of achievement and the accomplishments realized. Still others delayed their submissions till a few days before the report's deadline.

53. Both OIOS and programme managers will face a much more complicated task in preparing the next programme performance report for the biennium 2000-2003. This will involve a results-based budgeting format and will shift the focus of reporting from a mainly quantitative one to one more aligned with a qualitative approach, incorporating accomplishments reporting, programme delivery and measurement of the effectiveness of the Organization's activities. The current qualitative assessment represents an important step towards this goal. Given the difficulty many programme managers face now, it is imperative that they take stock of what went wrong and see how they can address the new challenge as early and as comprehensively as possible. OIOS, jointly with the Office of Programme Planning, Budget and Accounts, will render all necessary assistance in this regard.

54. The qualitative assessments presented in the current report have an important difference compared to the ones of the 1998-1999 programme performance report. The previous assessment did not contain any elements mandated by legislature; all three — objectives, assessment criteria and major benefits realized — were prepared

with the guidance of the medium-term plan and the best common judgement of OIOS and the reporting entity. To keep the length of the 1998-1999 report to a minimum, each budget section was allotted only two pages for its qualitative assessment. This resulted in several subprogrammes being reported in one cluster with their objectives and benefits realized reduced to very concise statements.

55. For the current report, the expected accomplishments were legislated in the proposed programme budget with subsequent amendments by General Assembly resolution 54/249. As all of them, without exception, have to be reported separately without combining any, the result is a considerably longer report.

56. Unlike the previous report, the current report excludes any reporting on external and internal reviews and evaluations. All such information has been included in a separate OIOS report on strengthening the role of evaluation findings in programme design, delivery and policy directives, which contains a critical analysis of evaluation reports submitted to OIOS by different programmes.

57. The qualitative assessments of the current report for each budget section contain four elements:

(a) Expected accomplishments as approved by the General Assembly;

(b) Indicators of achievement, by which the progress in realizing these expectations is judged;

(c) Reporting on accomplishments realized during the biennium, including their impact on various beneficiaries at different levels;

(d) Assessments of programme delivery by relevant legislative bodies.

58. The qualitative assessments complement the statistics on the delivery of outputs by highlighting the substance behind the numbers and provides a bird's eye view of the benefits brought about by the diverse substantive, operational and servicing activities of the Organization. It should be borne in mind that these assessments are condensed versions of much more detailed, in-depth substantive reporting by departments and offices on their work to the relevant legislative, sectoral, functional, expert, and other intergovernmental bodies in the course of the biennium. Each programme and subprogramme submits substantive outputs to its specialized intergovernmental oversight bodies, which provide, in the first instance, guidance on substantive matters and judgement on the quality of outputs delivered. Furthermore, various programmes are subjected to in-depth evaluations, triennial reviews of the implementation of recommendations by the Committee for Programme and Coordination on such evaluations, external expert reviews, management audits and numerous other programmatic oversight exercises during the past biennium. Thus, the qualitative assessments in the present report need to be seen in the light of presenting the sum total of the Organization's accomplishments; each segment can be further examined, if desired, by referring to the more detailed and specialized assessments and evaluations contained in other reports.

59. In line with the key objectives of the United Nations Millennium Declaration (General Assembly resolution 55/2), the following conclusions can be drawn from the qualitative assessments.

Peace, security and disarmament

60. Cooperation with regional organizations was enhanced through a high-level meeting at the United Nations and by collaboration in specific situations of conflict

prevention, peacemaking and peace-building. A peace-building plan of action for the United Nations system was developed and adopted. Effective assistance was provided in negotiations, deliberations, consensus-building and review conferences of States parties to various multilateral arms limitation and disarmament agreements, along with substantive assistance in the establishment of a nuclear-weapon-free zone in Central Asia and the strengthening of Mongolia's nuclear-weapon-free status. Member States were assisted in initiatives taken to address illicit trafficking in small arms and light weapons in all its aspects.

61. Timely and comprehensive operational and political direction was provided to peacekeeping operations, resulting in: the resumption of the peace process in Sierra Leone; disengagement of troops in the Democratic Republic of the Congo and completion of the second phase of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), as well as initiation of withdrawal; establishment of the temporary security zone in Ethiopia and Eritrea to assist the peaceful settlement of the border dispute between the two countries; election of a Constituent Assembly in East Timor and the successful initiation of a transition towards independence; reconfiguration of the United Nations Interim Force in Lebanon (UNIFIL) in the light of Israel's withdrawal from southern Lebanon; creation of a legal framework and successful local elections in Kosovo, in preparation for the handing-over of the United Nations administration to local authorities; and significant improvements in the public security sector in Bosnia and Herzegovina, where the United Nations Mission in Bosnia and Herzegovina (UNMIBH) is on schedule to complete its mandate in late 2002. There was a major surge in activities towards the end of the biennium in preparing for an enhanced United Nations role in Afghanistan.

Development and poverty eradication

62. The Organization contributed to the renewed attention to economic issues in intergovernmental deliberations and to improved coherence in multilateral policy-making on economic and financial issues. It assisted developing countries in formulating sustainable development strategies and facilitated regional stakeholder dialogues to review the implementation of Agenda 21 and agree on priorities for future action to be presented to the World Summit on Sustainable Development. Further progress was achieved in the implementation of gender mainstreaming through development of relevant policies, strategies and institutional mechanisms. Governments of developing countries and economies in transition were assisted with the Debt Management and Financial Analysis System, which managed more than 30 per cent of their guaranteed long-term debt. The research and technical assistance by the Secretariat contributed to reassessing macroeconomic policies towards giving the central place to employment generation and reduction of poverty and increased awareness of various approaches to tackling poverty eradication. The Secretariat promoted the increased sharing of "best practices" on rural poverty alleviation between national and regional partners participating in United Nations projects.

Protecting the common environment

63. The *Global Environment Outlook* reports established and promoted the integrated environmental assessment framework. The methodology was shared with countries and partners in the production of national assessments in various regions. Cooperative frameworks comprising African subregional centres of excellence were established and strengthened to assist in the production of the "Africa Environment Outlook" report, as well as the subregional State of the Environment reports for

southern and West Africa. The research on climate change impacts and adaptation to them examined existing and emerging concepts of vulnerability and adaptability in order to refine them into a dependable tool for policy makers to prioritize preventive actions. The Environmental Management Group was established to enhance inter-agency coordination in the field of environment and human settlements. Substantive assistance was provided in Member States ratifications and accessions to environmental conventions and protocols. Advisory, clearing-house services, technical assistance on specific issues and training were provided to 120 Governments, more than 300 civil society organizations and close to 200 academic institutions.

Human rights, democracy and good governance

64. Seven principal treaties concerning human rights were ratified, acceded to or succeeded to by 29 States. The World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance was successfully held. The follow-up work has started to ensure the implementation of the Declaration and the Programme of Action adopted at the Conference. The establishment of new facilities and databases and the strengthening of existing capacities resulted in improved and more effective functioning of the United Nations human rights monitoring mechanisms. Direct electoral assistance was provided to 25 Member States and technical support to 27 different electoral processes, thus enhancing the capacity of national electoral management bodies to organize elections. Complex technical assistance projects were executed at the national level to further strengthen electoral management bodies in Member States. Through the development of the United Nations Public Administration Network, institutional public administrators worldwide were able to exchange information and experiences through direct linkage. More effective advisory services as well as training and technical cooperation projects carried out in the areas of public policy, public administration and public finance contributed to government capacities at national and local levels in a number of Member States.

Protecting the vulnerable

65. Activities dealing with issues of women and minorities and vulnerable groups have increased and cooperation between United Nations agencies, international organizations and non-governmental organizations have achieved substantive progress in incorporating relevant dimensions into the programmes and projects at international, regional and national levels. The recommendations on protection of civilians in armed conflict were endorsed and are being widely promoted. The mechanisms for improved field coordination of humanitarian operations were strengthened. Advances were made in the development of humanitarian strategies and the broad promotion of humanitarian principles, leading to improved protection of the vulnerable populations and expanded humanitarian access. Close to 100 services concerning national legislation reforms favourable to refugees were provided to more than 50 Member States. The Protection Learning Programme including the priority protection concerns of refugee women, refugee children and adolescents, was developed and successfully piloted. System-wide collaboration in providing humanitarian assistance in an environmentally sound manner was enhanced and more effective implementation of policies relating to refugee women, children and adolescents from the early phases of an emergency was achieved.

Meeting the special needs of Africa

66. Activities in the area of public administration facilitated the consensus of policy makers at the African regional level, which led to the adoption of the African

Public Service Charter. South-South cooperation activities were promoted, including the Africa-Asia Business Forum. Facilitating a high-level dialogue on the economics of conflicts in Africa resulted in a forged consensus, the development of a strategy and steps towards a programme of post-conflict economic rehabilitation and social integration in response to rising peace prospects on the continent. Research on capital flows and growth in Africa analysed the resource requirements of African countries to enable them to meet the growth targets envisaged by the United Nations New Agenda for the Development of Africa and offered relevant policy recommendations. Policy advice was also provided towards strengthening the capacity of Member States to accelerate and sustain economic growth, boost domestic resource mobilization and investment and coordinate policies. Key elements and measures were developed to establish the foundation of broad-based growth with equity; recommendations were proposed to foster the role of the private sector as an engine of growth; and key policy components formulated to strengthen institutional capacity and create investment-hospitable environment.

VIII. Findings and conclusions

67. The implementation rate of the total programmed outputs in 2000-2001 was 83 per cent, which is 5 percentage points lower than the rate of 88 per cent achieved in 1998-1999. However, the drop was largely beyond the control of the Secretariat, as the final performance was affected by a large increase in the number of terminated outputs, from 1,925 or 8.4 per cent of programmed outputs in 1998-1999 to 3,943 or 16.6 per cent of outputs in 2000-2001. Of these 3,943 outputs, 2,692 or 68.2 per cent were terminated by legislation. Since the number of terminated outputs directly affects the implementation rate, OIOS has recalculated the implementation rate by deducting outputs terminated by legislation from the mandated workload. The resulting adjusted implementation rate of mandated outputs rose from 83 per cent to 92.2 per cent. The same recalculation for the biennium 1998-1999 yields an adjusted implementation rate of 92.5 per cent, which is only marginally higher than that of 2000-2001.

68. The implementation rates also revealed a large degree of flexibility and resourcefulness in programme management. The ratio (I_3) of all implemented outputs to those initially programmed amounted to 101 per cent with three departments attaining implementation rates as high as 153, 175 and 291 per cent, respectively. This indicates a strong ability of programme managers to respond well to unforeseen programmatic demands and mobilize resources efficiently to attain high rates of programme delivery.

69. The analysis of the utilization of resources points out the strong emphasis in the Organization's work on development activities and humanitarian assistance, which accounted for 74 per cent of total reported work-months, as well as considerable strengthening of its operational activities. The latter is reflected in the 77 per cent increase over 1998-1999 in the amount of work-months utilized for non-quantifiable outputs (the majority of which were of an operational nature) and in the increase of their share in the total work-months from 30 per cent in 1998-1999 to 42 per cent in 2000-2001.

70. Considerable effort is still required to muster sufficient expertise in translating programmatic goals into clear and comprehensive indicators of expected accomplishments, achievement and accomplishments realized. The degree of such expertise varies widely between programmes and even within different parts of the same programme. OIOS believes that intensive and focused training is necessary to

raise this competence throughout the Secretariat. Only with such consistent effort will a more structured and more informative qualitative assessment of programme performance become a common standard. OIOS hopes to highlight and disseminate best practices in performance monitoring to strengthen its use as a cogent tool of managerial decision-making by all organizational entities.

71. With the introduction of results-based budgeting, as approved by the General Assembly in its resolution 55/231, by which objectives, expected accomplishments and indicators of achievement are articulated in programme budgets prior to implementation of activities, as a guide for the direction of the work of the Organization, the importance of keeping good records for measuring expected accomplishments at the close of a biennium has been further reinforced. Results-based budgeting, as a management tool for focusing on expected accomplishments before, during and after budget implementation, will facilitate improved programme monitoring and evaluation as a basis for performance measurement.

72. It is expected that implementation of the programme budget for the biennium 2002-2003, the first biennium to fully incorporate the concepts of results-based budgeting, will lead to better fulfilment of requirements for facilitating Member States in determining the effectiveness of the work of the Organization. In this connection, OIOS and the Office of Programme Planning, Budget and Accounts will be working closely to harmonize and streamline efforts to address the question of improving the Organization's implementation of legislative mandates, bearing in mind the interrelationships between the elements of the programme planning, budgeting, monitoring and evaluation cycle and in full compliance with the PPBME. An example of such collaboration will be the conduct of training workshops during 2002-2003 on implementation of results-based budgeting, with particular emphasis on data collection for measuring the indicators in order to determine whether or not the expected accomplishments have been achieved.

Notes

[1] As requested by the General Assembly in section II, paragraph 4, of its resolution 55/234 of 23 December 2000.

[2] *Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 16* (A/55/16), paras. 21 and 22.

[3] The total number of outputs includes programmed outputs plus additions (legislative and by Secretariat).

[4] These include outputs initially programmed in the biennial budget, those carried over from the previous biennium and those added by legislation.

Annex

Programme performance by section of the programme budget for the biennium 2000-2001

Section 2. General Assembly affairs and conference services

Actual programme performance in relation to programme budget commitments for 2000-2001 (quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
General Assembly affairs and conference services										
1 General Assembly affairs and conference services, New York	2273	406	17	73	1871	0	16	882	67	68
Total:	2273	406	17	73	1871	0	16	882	67	68
Grand total:	2273	406	17	73	1871	0	16	882	67	68

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized (all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q*
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
General Assembly affairs and conference services										
1 General Assembly affairs and conference services, New York	261.25	16	0	0	277.25	0	261.25	16	277.25	99
Total:	261.25	16	0	0	277.25	0	261.25	16	277.25	99
Grand total:	261.25	16	0	0	277.25	0	261.25	16	277.25	99

Q* - the percentage of workmonths devoted to quantifiable outputs

Section 2. Conference services, New York
Selected outputs/services provided during the biennium 2000-2001
Meeting services:

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
a) Calendar meetings[1]			
With interpretation	5 900	3 308	3 118
Without interpretation	1 630	949	948
	7 530	**4 257**	**4 066**
b) Non-calendar meetings			
With interpretation	820	491	434
Without interpretation	2 200	1 168	1 176
	3 020	**1 659**	**1 610**

Translation services:

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
a) Staff			
Arabic	30 300	14 614	15 238
Chinese	28 900	14 547	15 229
English	6 200	3 629	3 378
French	29 400	14 525	14 824
Russian	29 000	15 111	15 455
Spanish	29 700	14 686	16 012
b) German (XB)	2 000	782	906
c) Contractual translation funded by the Department of General Assembly Affairs and Conference Services	31 000	21 867	18 063
d) Contractual translation funded by other offices	400	722	260
	186 900	**100 483**	**99 365**
Editorial services:			
Parliamentary documentation	38 800	22 019	22 805
Official records	73 600	13 167	23 852
	112 400	**35 186**	**46 657**

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[1] Including meetings held away from Headquarters formerly reported separately.

Interpretation:

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Assignments of interpreters			
Calendar meetings	68 000	40 576	36 265
Non-calendar meetings	5 400	3 390	2 764
	73 400	**43 966**	**39 029**
Verbatim reporting			
Meetings with verbatim records	590	366	380
Text-processing *(Thousands of words)*			
Staff assignments	303 000	181 117	166 971
Contractual text processing [2]/	46 000	33 949	31 155
	349 000	**215 066**	**198 126**
Reproduction services *(Thousands of page impressions)*	1 107 000	455 028	550 557
Distribution services *(Thousands of items processed)*	87 400	43 408	43 375

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[2] Includes work done on a reimbursable basis.

Section 2B. Conference services, Geneva

Selected outputs/services provided during the biennium 2000-2001

a. Planning, development and coordination of conference services:

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Calendar meetings with interpretation	4 850	2 192	2 550
Calendar meetings without interpretation	6 000	4 322	4 763
Subtotal	**10 850**	**6 514**	**7 313**
Non-calendar meetings with interpretation	650	318	354
Non-calendar meetings without interpretation	3 700	1 333	1 434
Subtotal	**4 350**	**1 651**	**1 788**
b. Translation and editorial services			
Staff:			
Arabic	12 500	6 572	7 454
Chinese	10 800	6 856	7 107
English	8 350	4 003	3 660
French	22 300	10 367	11 414
Russian	24 350	11 184	12 770
Spanish	17 700	8 967	9 595
Subtotal	**96 000**	**47 949**	**52 000**
Contractual translation 1/	10 000	4 130	2 927
	106 000	**52 079**	**54 927**
Editorial services			
Staff	21 700	9 550	16 475
Contractual		258	140
Total	**21 700**	**9 808**	**16 615**
c. Interpretation, meetings and publishing services, Geneva			
Interpretation services (number of assignments)			
Regular budget	46 000	19 328	25 238
Extrabudgetary	5 500	3 340	2 551
Total	**51 500**	**22 668**	**27 789**
Text processing (thousands of words)			
Staff:			
Arabic	21 700	10 232	12 716
Chinese	18 300	10 290	11 009
English	24 000	12 723	14 183
French	44 800	20 499	22 829
Russian	36 700	16 599	19 598

Output/service by subprogramme		Programmed	Number provided	
		2000-2001	2000	2001
Spanish				
		30 000	15 282	16 030
	Subtotal	**175 500**	**85 625**	**96 365**
Contractual 2/		18 500	10 093	6 900
	Total	**194 000**	**95 718**	**103 265**
Copy preparation and proof reading (thousands of page impressions)				
Copy preparation		25 000	4 905	3 879
Proof-reading		40 000	11 940	9 067
Revision		38 000	8 908	9 709
	Total	**103 000**	**25 753**	**22 655**
Camera-ready copy (started end-1997)				
Reproduction: (thousands of page impressions)		40 000	12 228	4 569
Regular budget		484 000	234 290	260 119
Extrabudgetary		16 000	17 602	13 690
	Total	**500 000**	**251 892**	**273 809**
Distribution (thousands of items distributed)		32 000	14 376	20 040
Electronic				
Number of documents input on the optical disk system in Geneva		32 000	15 453	15 642
Number of paper copies printed on demand from the optical disk system (pages)		9 000 000	2 200 000	2 500 000
Microfiches produced				
Microfiche originals produced (masters)		30 000	12 129	10 732
Total microfiche copies produced		90 000	40 337	42 928
Microfiche copies produced at the request of the Sales and Marketing Section Department of Public Information		75 000	8 741	26 797
Paper pages retrieved from microfiches		25 500	12 667	2 059
Paper pages retrieved from microfiches at the request of the Sales and Marketing Section, Department of Public Information		16 700	11 703	1 294
Statistics of the Postal Control and Sorting Unit				
Total weight of mail controlled, sorted and routed (in Kgs)		660 000	375 987	452 671
Total items handled (envelopes)		2 575 000	1 295 088	1 360 100
d. Library services, Geneva:				
***i) Recurrent publications*:**				
1. Monthly Bibliography		*/	12	12
2. Weekly Bibliography		*/	a/	a/
3. Current Tables of Contents		*/	52	49
4. Library News/Nouvelles de la Bibliotheque		*/	b/	b/
5. United Nations Office at Geneva Library Perodicals Cataloge		*/	c/	1
4. Contribution to the shared UNBIS-Horizon database and to the annual cumulative		*/	d/	d/

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
updates of UNBIS Plus on CD-ROM and Human Rights Bibliography on CD-ROM			
ii) Non-recurrent publications			
1. Updated leaflets on the Library's collections, cyberspace activities and user services	*/	2	3
2. Production of ad hoc topical bibliographies	*/	1	2
iii) On-line services:			
Updating and adding bibliographical and historical information to its Internet home page, G-Net, and cc:mail.	*/	d/	d/

1/ Financial provision and management for these contractual services is made under subprogramme 1.

2/ Financial provision and management for these contractual services is made under subprogramme 1.

a/ Title replaced by Current Tables of Content.

b/ Ceased publication – replaced by Library website.

c/ Biennial publication – to be issued in 2001.

d/ Ongoing activities with input provided daily.

Section 2. Conference services, Vienna

Selected outputs/services provided during the biennium 2000-2001

Output/service by subprogramme		Programmed	Number provided	
		2000-2001	2000	2001
Meetings Planning Services:				
United Nations		3 156	1 816	1 294
UNIDO		907	228	322
CTBTO		699	342	319
	Total	**4 762**	**2 386**	**1 935**
1. Translation Services (thousands of words)				
Staff				
United Nations		21 372	12 469	11 737
UNIDO		4 140	1 756	1 967
CTBTO		3 226	1 270	2 401
	Total	**28 738**	**15 495**	**16 105**
Contractual				
United Nations		7 124	2 317	2 107
UNIDO		909	279	181
CTBTO		858	59	170
	Total	**8 891**	**2 655**	**2 458**
2. Editorial Services (thousands of words)				
Staff				
United Nations		6 264	1 837	1 952
UNIDO		294	343	121
	Total	**6 558**	**2 180**	**2 073**
Contractual				
United Nations		696	94	222
UNIDO		147	0	139
	Total	**843**	**94**	**361**
Interpretation, meeting and publishing services:				
1. Interpretation services (interpreter-days)*				
United Nations		5,407	5 231	3 213
UNIDO		432	253	540
IAEA		1 500	1 029	1 127
CTBTO		1 363	876	1 121
	Total	**8 702**	**7 389**	**6 001**
Text processing (thousands of words)				
Staff				

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
United Nations	49 334	26 888	27 913
UNIDO	9 966	4 416	4 521
CTBTO	6 452	2 530	5 227
Total	65 752	33 834	37 661
Contractual			
United Nations	8 965	4 418	5 506
UNIDO	1 030	568	560
CTBTO	1 928	59	189
Total	11 923	5 045	6 255
Reproduction (thousands of page impressions)			
United Nations	18 855	8 040	8 391
UNIDO	3 218	763	1 234
CTBTO	7 683	2 034	2 809
Total	29 756	10 837	12 434
Copy preparation (thousands of words)			
United Nations	10 048	4 769	4 612
UNIDO	3 248	1 041	1 332
CTBTO	650	10	62
Total	13 946	5 820	6 006
Distribution (thousands of units)			
United Nations	4 887	2 147	1 819
UNIDO	1 332	481	473
CTBTO	220	182	170
Total	6 439	2 810	2 462

* Revised estimates and actuals include travel days

Section 2. Conference services, Nairobi
Selected outputs/services provided during the biennium 2000-2001

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Intergovernmental meetings with interpretation	577	546*	94.6
Meetings without interpretation	978	1 447	147.9
Non-calendar meetings	65	310	476.9
Multilingual meetings with remote translation held outside Nairobi	200	237	118.5
Documents edited and translated into six languages (thousands of words)	20 150	21 893	108.6
Outsourced translation (thousands of words)	4 356	4 655	106.9
Output of printing shop (millions of pages)	115	123.3	107.2

* Includes 98 meetings serviced by Nairobi staff interpreters under secondment arrangements to UN conferences outside Nairobi in 2001.

NB. The dramatic increase in the number of non-calendar meetings resulted from the implementation of the GA recommendation to provide facilities to regional group meetings wherever possible within existing resources. In 2001, for instance, regional group meetings of permanent representatives took place every morning for the duration of three weeks prior to the start of Governing Council of UNEP, CHS of Habitat and Prepcom-2 of Habitat.

Section 2. General Assembly affairs and conference services - qualitative assessment of programme performance

Subprogramme 1: General Assembly Affairs and conference services, New York

General Assembly and ECOSOC servicing

Expected accomplishments	Indicators of achievement	Accomplishments realized
Effective servicing in the procedurally correct manner of the meetings of the General Assembly, its Committees and of ECOSOC and their subsidiary and ad hoc bodies, as well as of the special conferences and meetings.	Timeliness and quality of servicing as reflected in the degree of satisfaction expressed by Member States.	All meetings serviced by the Department were conducted in a timely, orderly and procedurally correct manner. There have been no complaints about the services provided. The provision of authoritative advice and information, including notes for the Chairpersons, the timely submission and issuance of draft resolutions contributed to the effective planning and organization of meetings.
Timely preparation and issuance of parliamentary documentation relating to the planning and conduct of and follow-up on the sessions and meetings of the above bodies.	Percentage of documentation processed in a timely and orderly manner.	The timely issuance of parliamentary documentation ensured an efficient organization of work and scheduling of meetings and agenda items. The timely and thorough follow-up work contributed to ensuring that the mandates of the General Assembly would be implemented. Quality, accuracy and timeliness standards have been met.
Proactively monitor preparation of documents by liaising with the author departments through the system-wide focal point network.	All document-related mandates are properly and timely implemented.	The proactive approach has been strengthened and transparency and effectiveness of communication has been improved through the development and use of a database.

Planning, development and coordination of conference services

Expected accomplishments	Indicators of achievement	Accomplishments realized
To maximize capacity utilization of conference servicing resources through enhanced efficiency and coordinated, unified provision of services from duty stations.	Satisfaction of Member States and substantive offices with the quality of services; increased workload sharing.	Utilization factors for bodies meeting at Headquarters were above established benchmark figures. Increased workload sharing was achieved in documentation processing, servicing of meetings and in coordinated approach to technological innovations.
To ensure timely availability of meeting and documentation services through improvement in compliance with the 6-week rule.	Compliance indices on the delivery of documentation. Satisfaction of Member States with rate of delivery.	Meeting and documentation services have been provided to Member states. However, further improvements in the timeliness of delivery are required.
Meeting and/or exceeding the established performance standards for conference services where they exists; better use of available resources.	Workload standards adopted by the General Assembly; the provision of new set of guidelines to improve the efficiency of the services.	Proposed guidelines on meetings indicate potential gains through streamlining approach to meetings planning. Guidelines on documentation scheduling and coordination with author departments offer potential in timeliness of submission. Further work required regarding unforeseen or late changes in meeting and documentation requirements.

Translation and editorial services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Timely provision of pre-editing, post-editing, translation and summary record drafting services. Improved quality of services; enhanced efficiency of the editorial process through extension of an integrated production model to the post-editing of resolutions of all main organs of the United Nations; improved timeliness of issuance of certain categories of documents affected by prior cost-cutting measures; ensuring timely replenishment of human resources through appropriate planning and the administration of examinations.	a) Self-revision rates in relation to "optimal rate" and actual staffing structure; number of staff using training opportunities; implementation of technological innovations improving quality and consistency of output; feedback from the users; b) Rate of extension of the integrated production model; c) Achievement of timeliness improvement targets; d) Number of examinations and tests administered.	The number of specific complaints regarding quality of services remained very low in relation to output volume despite an increase in self-revision rates due largely to exceptionally sharp workload peaks. External training resources made available by OHRM were used to the fullest extent, with many staff members extending training periods at their own expense. Directives on the harmonization of quality control practices for draft resolutions were issued and implemented. The Computer-Assisted Translation (CAT) Project entered its operational phase and significantly increased consistency of usage within long documents with promising efficiency gains. The migration of the UNTERM central terminology database to a PC-based platform was successfully completed. All components of UNTERM are currently being merged into a single database, which will be accessible from all duty stations through web-based technology. Language-specific portals for facilitating the efficient use by translators of resources available on the Internet have been implemented. The integrated production model was extended to resolutions of all major UN organs. Major changes were made in the format of the book of General Assembly resolutions in response to requests from Member States, with the addition of extensive information on sponsorship and voting, without affecting timeliness of issuance. The four-month target for issuance of summary records of the Main Committees of the General Assembly was met in 2000 and, with some exception, in 2001. The issuance of summary records of committees of the Security Council monitoring sanctions regimes was sped up. A record number of competitive examinations took place during the biennium. Five "joint" world-wide competitive examinations for the recruitment of editors, translators and verbatim reporters were held.

Interpretation, meetings and publishing services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provision of meetings and documentation services in a timely and efficient manner with high standard of quality; timely and efficient production, distribution and storage of documents and publications. Quality interpretation services for official meetings at Headquarters and other locations, including upon ad hoc requests. Quality preparation of verbatim records of meetings of the General Assembly, the Security Council and other bodies so entitled.	The number of meetings serviced and the proportion of documents issued in all languages simultaneously and on time. The degree of users' satisfaction with the availability, quality and timeliness of services.	The percentage of requests for interpretation met for meetings held by regional and other major groupings of Member States rose steadily. In addition, Charter organs, other entitled bodies and special conferences, including special sessions of the General Assembly, as well as their preparatory bodies, held an unusually high number of meetings requiring interpretation. These facts, together with late additions and other changes to the meetings programme, demanded extensive and highly flexible recruitment and scheduling efforts of the Interpretation Service. Staff was deployed in the most efficient way, seeking to preserve cost-effectiveness while maintaining the high quality of the services provided. The new computerized programme developed by the Interpretation Service for the assignment of interpreters to meetings proved extremely valuable. To enhance efficiency and quality of service in the long term, a second full-scale experiment in the use of remote interpretation was conducted and in-house training for interpreters working in difficult-to-find language combinations was started. In the verbatim reporting area, strict adherence to the principle of overnight issuance of the Security Council records in all languages has been maintained, in spite of the higher frequency of lengthy meetings. The timeliness of records other than those of the Security Council would be improved with the use of additional temporary assistance.

2. Conference and library Services, Geneva

Expected accomplishments	Indicators of achievement	Accomplishments realized
High-quality meeting, documentation and publication services provided to all customers.	Satisfaction of Member States and substantive offices with the quality of work performed	There were no complaints regarding the quality of conference services products at UNOG. Complaints had to do exclusively with the late availability of documents. Regarding meetings, CSD/UNOG reported an increase of its overall utilization factor from 84% in 1999 to 87% in 2000.
To meet and/or exceed United Nations standards for documentation-processing time (10-week, 6-week and 4-week rules).	Turnover time of 4 weeks for a standard (16-page) document to Conference Services.	CSD/UNOG reported its Compliance Index for the first time this year to the Committee on Conference. Improvement is required in that area. Increased consultations with submitting departments and the issuance of guidelines for the submission of documentation should help improve compliance with the 10-week submission rule and the 6-week issuance rule.
a) To meet and/or exceed United Nations performance standards where they exist; (b) To better use available resources.	Workload standards adopted by the General Assembly; increase in the share of contractual services in the total workload; increase in the share of services rendered to extra-budgetary clients.	The joint average daily productivity of Translators, Self- revisers and Revisers remained above the aggregate workload standard of 1389 words. (1400 words in 2000 and 1545 words from January to September 2001). The average weekly productivity of interpreters was 6.1 assignments in 1999, 5.6 in 2000 and 5.8 as of 30 June 2001. The envisaged introduction in 2002 of the computer-assisted assignment program will help raise productivity. The share of contractual translation and text processing has increased from 8.6% in 1988-1999 to 9.6% in 2000-2001.

3. Conference and library services, Vienna

Expected accomplishments	Indicators of achievement	Accomplishments realized
High-quality meetings, documentation and publication services provided to all customers	Satisfaction of Member States and substantive offices with the quality of work performed	There were no complaints regarding the quality of conference services provided at UNOV. Informal complaints had to do exclusively delays caused by late submission of manuscripts by substantive offices. Regarding meetings, the overall utilization factor of CS/UNOV decreased from 88% in 1999 to 83% in 2000 due mostly to late cancellations, late starting and early ending of meetings.
To meet and/or exceed United Nations standards for documentation-processing time (10-week, 6-week and 4-week rules)	Turnover time of 20 working days for a standard (16-page) document in Conference Services)	The turnover time for 98% and 95% of standard documents did not exceed 20 working days in 2000 and 2001 respectively. The remaining percents relate to documents submitted immediately prior to "holiday periods" and scheduled for slower processing.
To meet and/or exceed United Nations performance standards. Reduce unit cost of translation, editing, publishing and interpretation services.	a. Established workload standards: 7-assignments/week interpretation (permanent staff), 5 ESP(Estimated Standard Page)/day translation, 4.25 ESP/day self-revision, 15 ESP/day revision and 13 ESP/day text processing. b. Level of savings resulting from contractual services (translation, 25%) and reduction in temporary	*a. Operation* *Workload Standard* *Output 2000* *Output 2001* *Translation* *1,389 words*/day* *1,617* *1,551* Text process 4,290 words/day 4,125 4,719 b) Performance indicators for contractual translation suggested initially in UNOV's budgetary submission was based on a package proposal, which was not accepted. Accordingly the indicator was adjusted downwards to 15%. The actual translation outsourced stands for 14.62% of the total for 2000 and 14.6% for 2001. In addition, for 2000 and 2001 respectively outsourcing actual were 13% and 15.6% for word processing, 4.1% and 17.1% for editing, 16.6% and 29.3% for copy preparation and 18.3% and 16.6% for typesetting. The average weekly productivity of interpreters was 8.1 assignments in 1999 and 7.8 in 2000. At 30 June 2001 it stood at 7.4. The introduction in

Expected accomplishments	Indicators of achievement	Accomplishments realized
	assistance in interpretation	2002 of the computer-assisted assignment program will help raise productivity.

4. Conference and library services, Nairobi

Expected accomplishments	Indicators of achievement	Accomplishments realized
Improvement in quality and efficiency of conference services. Increased coordination and provision of services in a unified manner from among duty stations (NY, Geneva, Vienna, Nairobi).	Satisfaction of users with quality of work performed. Increased sharing of assignments and increased workload	The creation of the permanent interpretation service in Nairobi has had an immediate positive effect on the work of the intercessional working bodies of UNEP and the UNCHS (Habitat), and the committees of permanent representatives, who since May 2001 have had access to multilingual interpretation on an as available basis. Regarding documentation, in all cases, very few complaints were received pertaining to timeliness of documentation. At the request of the DGAACS, the Nairobi team of interpreters participated in the servicing of the Preparatory Committee for the World Conference against Racism in Geneva. In future, increased workload sharing in documentation processing, meetings servicing, will be achieved through coordinated approach to technological innovations among the duty stations.
To ensure timely availability of meeting and documentation services in accordance with the 6-week rule.	Availability of documentation in line with the 6-week rule, feedback from users.	Conference Services Nairobi has not had any difficulty in meeting documentation deadlines including the six-week rule when set submission deadlines are met by the submitting offices.
To ensure that conference services meet the evolving needs of the Organization through: meeting and/or exceeding United Nations performance standards and better use of available resources	Number of meetings requested to be serviced by the bodies; timely and quality of the services provided.	All meeting requests have been met through better planning and co-ordination with the two programmes; the division has the capacity to meet their increasing future demand. From May through December 2001 all the meetings of those working bodies requested were provided with interpretation.

Legislative review	Legislative review was conducted by the Fifth Committee and resulted in the adoption by the General Assembly of a yearly resolution on the item entitled "Pattern of Conferences". Main areas of concern were the quality of services; additions to and change of format of information included in the Supplement to the Official Records of the General Assembly containing resolutions; terminology standardization; use of CAT technology, electronic terminology resources, remote translation; improving timeliness of issuance of summary records; training of language staff; vacancy and recruitment issues. As per documents (A/55/32 and A/56/32) the Committee on Conference provided several recommendations, on the basis of which the General Assembly adopted resolution 55/222 of 23 December 2000.At its request, two reports on internal and external printing practices were submitted to the Advisory Committee on Administrative and Budgetary Questions (A/C.5/54/18 and A/55/132). Following consideration of the reports by ACABQ (A/55/7/Add.1, paras. 30-38), the General Assembly decided to endorse the comments and observations of the Advisory Committee and requested the Secretary-General to continue his efforts to improve the printing practices of the Organization, bearing in mind the documentation requirements of Member States and expanding the use of the United Nations printing facilities as a common service for the needs of the United Nations funds and programmes (decision 55/470 of 12 April 2001). . UNON and DGAACS have fulfilled GA Resolution 55/222 (II),I para.11 on the establishment of the permanent interpretation service at UNON by January 2001. As of 15 January 2001 the interpretation service became operational. Chinese, French, Russian and Spanish teams are complete. Arabic and English teams are being recruited among successful UN examinees of 2001.

Section 3. Department of Political Affairs

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Political affairs										
1 Prevention, control and resolution of conflicts	166	0	0	0	166	0	0	0	100	100
2 Assistance and support to the Secretary-General in the political aspects of his relations with Member States..	17	0	0	0	17	0	0	0	100	100
3 Electoral assistance	12	0	0	0	12	0	0	0	100	100
4 Security Council affairs	762	3	2	0	759	0	4	4	99	99
5 Decolonization	139	16	2	0	143	1	1	12	92	92
6 Question of Palestine	163	2	1	0	118	0	23	25	71	71
D Special political missions	0	0	0	0	0	0	0	0	0	0
Total:	1259	21	5	0	1215	1	28	41	95	95

Implementation rates* - Mandated includes outputs programmed, carried over and add...l by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Political affairs										
1 Prevention, control and resolution of conflicts	725.9	0	74.85	0	725.9	74.85	800.75	0	800.75	76
2 Assistance and support to the Secretary-General in the political aspects of his relations with Member States..	355.25	0	32.25	0	355.25	32.25	387.5	0	387.5	80
3 Electoral assistance	224	96	96	34	320	130	320	130	450	88
4 Security Council affairs	549	34	0	0	583	0	549	34	583	100
5 Decolonization	95.75	0	0	0	95.75	0	95.75	0	95.75	94
6 Question of Palestine	145	0	0	0	145	0	145	0	145	95
D Special political missions	0	0	0	0	0	0	0	0	0	0
Total:	2094.9	130	203.1	34	2224.9	237.1	2298	164	2462	86

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 3. Political Affairs – qualitative assessment of programme performance

Subprogramme 1. Prevention, control and resolution of conflicts

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Identification of potential conflicts and their implications at an earlier stage and timely recommendations for preventive action. b) Better communication and coordination with Member States, organizations, departments and offices of the United Nations, and individuals; c) Reduction of tensions and solutions to the causes of conflict; and d) Provision of timely and effective substantive and administrative assistance to representatives of the Secretary-General and special political missions in the field.	a) Incidence of actions undertaken to provide early warning of potential or emerging conflicts and timely advice for prevention. b) Level of cooperation with States, regional organizations and the rest of the UN system. c) Level of engagement in preventive action peace-making and post-conflict peace-building. d) Quality of the assistance provided and feedback from end-users.	a) The department provided substantial analysis and policy recommendations to the Executive Committee on Peace and Security (ECPS), the Framework for coordination and to the Secretary-General for preventive action. It made extensive and effective use of its special political field missions and the representatives of the Secretary-General to ensure that the Secretary-General received timely analysis and sound advice to deal with incipient or recurrent conflicts. In the aftermath of the 11 September terrorist attacks, the department took the lead in providing the Secretary-General and the ECPS with extensive data and analysis on global developments related to terrorism and national, regional and international efforts to counter the threat of terrorism. b) The department continued to enhance its communication and cooperation with the Security Council as well as individual Member States, both those that are parties to conflicts, disputes or peace processes and those that support the UN's various peace efforts. Cooperation with regional organizations was enhanced through the successful holding of the high-level meeting of the UN and these organizations in February 2001, as well as through collaboration in specific situations of prevention, peace-making and peace-building, among others, with the Organization of African Unity, Commonwealth and the European Union. Interaction with other parts of the UN system aimed at enhancing the system's capacity in early warning and prevention of conflicts also increased substantially. All DPA officers as well as members of other departments and agencies of the UN system participated in the Early Warning and Preventive Measures training programme conducted by the Staff College under the guidance of the department. c) Enhanced and effective support was provided to the Secretary-General's good offices in the various regions. DPA led in the preparation of the Secretary-General's report on, "Prevention of Armed Conflict", which produced recommendations on new ways of enhancing the Organization's work in preventing armed conflict, which was well received by the Security Council. Peace building was actively promoted in post-conflict situations to help safeguard and nurture fragile post-conflict democratic institutions, promote national reconciliation, strengthen the rule of law and the respect for human rights. The development of peace-building strategies and benchmarks for the exit of peace-building support offices was promoted, and a review of existing peace-building support offices was carried out, which produced a series of lessons-learned and recommendations that are being put into practice. A peace-building plan of action for the UN system was developed and adopted. d) The department provided effective substantive support to the work of field missions and representatives and envoys of the Secretary-General. It also continued to backstop many of these missions administratively, though its resources remained limited in this regard.

Subprogramme 2. Assistance and support to the Secretary-General in the political aspects of his relations with Member States

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhanced quality of background information on policy issues and political development; and	a) Quality and quantity of briefing material provided to the Secretary-General and Deputy Secretary-General. b) Quality of	a) High quality briefing notes and talking points were provided to the Secretary-General and the Deputy Secretary-General for their meetings with representatives of Member States and others both at Headquarters and during numerous visits to Member States. Through participation in high-level meetings and visits, desk officers and senior officials of the Department also provided effective support.

Expected accomplishments	Indicators of achievement	Accomplishments realized
b) Better discourse between the Secretary-General and Member States, including intergovernmental and regional organizations	correspondence material provided, as well as level of interaction and communication with intergovernmental and non-governmental organizations.	b) High quality drafts were prepared for the Secretary-General and the Deputy Secretary-General to enhance their communication on political matters with Member States and regional organizations. The Head of the department and other senior officials frequently briefed the Security Council on issues on the Council's agenda. Communication and cooperation with regional and other intergovernmental organizations, as well as with non-governmental organizations on matters related to peace and security were further enhanced through continuous contacts at Headquarters and away from Headquarters, as well as through participation in conferences, roundtables, and seminars on thematic or regional issues.

Subprogramme 3. Electoral assistance

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitate greater cooperation and collaboration between the UN and other electoral assistance organizations; b) Ensure increase in the quality and effectiveness of electoral assistance, both to donors and recipient Member States; c) Enhance capacity of requesting Member States to hold elections according to international standards; d) Facilitate integration of UN system-wide response to the needs of Member States; e) Ensure more transparency and accountability of electoral assistance activities; f) Ensure improved cost-effectiveness of electoral assistance and more joint operations with other UN system agencies, regional organizations, bilateral donors and NGOs.	a) Level of cooperation and collaboration in UN's system-wide response to the needs of Member States in electoral assistance. b) Quality and level of the effectiveness of electoral assistance provided. c) Number of capacity building initiatives undertaken. d) Level of coordination with internal actors for faster response to requests of Member States. e) Incidence of accountability mechanisms developed and participation in observation mission. f) Number of coordinated and/or joint operations undertaken with other international actors	a) The department provided direct electoral assistance to 25 Member States and strengthened its cooperation with other UN organizations, especially UNDP, in the provision of electoral assistance. A series of Memoranda of Understanding (MOU) was established with regional and national organizations and relationships with major electoral NGOs were strengthened. b) Requests from Member States were rationalized to enhance technical capacities at national levels for electoral administration. The department also supported complex technical assistance projects at the national level, to further strengthen electoral management bodies in Member States. c) EAD provided technical assistance to 27 different electoral processes during the biennium thus enhancing capacity of national electoral management bodies to organize elections. d) The Division participated in planning exercises of electoral components of missions and improved internal communications within the UN Secretariat by developing guidelines that enabled better coordination of responses to requests from Member States. It issued a Joint UNDP/DPA-EAD Note of Guidance that facilitated coordinated responses to requests. The number of EAD Needs Assessment Missions was increased to 31. e) Consultation in preparing biennial reports on electoral assistance activities was significantly increased, and the Division collaborated with five partner-institutions in defining international standards for electoral observation. f) MOUs with key partners were established, which clarified and improved distribution of roles during electoral processes (in particular, clear delineation of responsibilities between the UN and OAS, coordinated response with UNDP and the UNV programme). Mechanisms for consultations with other organizations such as the European Union, the Regional Commissions and NGOs (International IDEA, IFES, NDI, IRI etc) were developed.

Subprogramme 4. Security Council affairs

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitation of decision-making through the analysis and assessment of the effectiveness of mandatory measures imposed by the Security Council and their adverse effect on third countries; and b) Completion of studies for the eleventh Supplement to the *Repertoire of Practice of the Security Council.*	a) Feedback from members of the Security Council, and other Member States as appropriate, on the quality and timeliness of the substantive support provided. b) Timely submission of the manuscript for the eleventh Supplement for editing and publication, and feedback from its end-users.	a) Assistance provided to the Security Council and its subsidiary organs, particularly the Sanctions Committees, contributed to the breaking of new ground, especially with respect to the improvement of its working methods. The Secretariat was able to adjust quickly to the new procedural changes without loss of continuity of work or efficiency. The analytical assessment capacity of the Council's mandatory measures as well as the joint efforts on targeted "smart" sanctions that culminated in the Interlaken and Bonn-Berlin Processes handbooks were a positive outcomes in the right direction. b) The increased utilization of the Security Council database throughout the reporting period was a significant indication of its usefulness to parties who required information on the work of the Council.
Legislative review	Continuous feedback from members of the SC. With respect to the Repertoire and Repertory, Member States in GA resolution 55/156, para. 4 of 12 December 2000 and GA resolution 56/86, para. 4 of 12 December 2001 commended and endorsed the SG for his continued efforts to reduce and eventually eliminate the backlog in the publication of the Repertory.	

Subprogramme 5. Decolonization

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitation of discussions and decision-making by the Special Committee through analytical studies on the application and interpretation of Articles of the Charter on Non-Self-Governing Territories and the Trusteeship system, and through monitoring and analysis of political, constitutional, social and economic development in the 17 Non-Self-Governing Territories; and contribution to the *Repertory of Practice of United Nations Organs* (Articles 16 and 73 to 91).	a) Timely and effective provision of background information and substantive support to the legislative organs in discharge of their mandates. b) The timely drafting, revision and submission of studies to the Inter-Departmental Committee on the *Repertory* for publication.	a) The Decolonization Unit facilitated discussions and decision-making by the legislative organs on the agenda items relating to the decolonization of the remaining Non-Self-Governing Territories, through the provision of advice, information, analyses and support. b) Studies on Articles 73 to 85, 86 and 87 were prepared and submitted for inclusion in the Repertory of Practice of United Nations Organs.
Legislative review	The legislative organs annually reviewed the work and renewed the mandates of the Unit.	

Subprogramme 6. Question of Palestine

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Increased international awareness of and support for the objectives of the Committee and the facts relating to the question of Palestine; b) More	a) Feedback from the members and observers of the Committee on the Exercise of the Inalienable Rights of the Palestinian People (CEIRPP), on the services provided by the Secretariat. b) The level of support from the international community on the work of the Committee	a) The work of the Division was positively evaluated in the Committee on the Exercise of the Inalienable Rights of the Palestinian People, as contained in reports A/55/35 and A/56/35. In its resolutions A/RES/55/53 and A/RES/56/34 the GA requested the continuation of the Division's work, including support of CEIRPP activities, organization of international meetings, further development and expansion of the UNISPAL, preparation and widest possible dissemination of publications and information materials on the question of Palestine, and provision of training for Palestinian Authority staff. b) High-level meetings on the subject were held in several countries and attended by the respective Foreign Ministers of Member States, reflecting a comprehensive involvement by the international community. Ministers of the Palestinian Authority or leading PLO representatives, as well as members of the Israeli Knesset and other prominent Israeli personalities participated in the deliberations. The

Expected accomplishments	Indicators of achievement	Accomplishments realized
participation by relevant parties in the programme of work of the Committee; and c) Greater international solidarity with and assistance to the people of Palestine	as well as level of participation in the meetings convened under the auspices of the Committee. c) The usefulness of the research and information services provided, including the UNISPAL and NGO databases.	respective final documents promoted international efforts for a peaceful resolution of the conflict and suggested concrete action to be taken by Member States, intergovernmental organizations, including the United Nations and NGOs. The meetings were extensively covered in both national and international media. c) The daily use of UNISPAL on the Web increased from about 1,000 hits a day in the beginning of 2000, to more that 12,000 at the end of 2001; the site became one of the main Internet resources on the Question of Palestine. An NGO web site was also firmly established to support civil society activities on the Question of Palestine. The draft of the study on "Origins and Evolutions of the Question of Palestine, Part V: 1988-2000" was prepared for finalization and publication in 2002. Information briefings were regularly provided to civil society and other organizations.

Section 4. Disarmament

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	*Planned*		*Additions by*		*Implementation*		*Departures from programmed commitments*		*Implementation rates**	
	Programmed	*Carried over*	*Legislation*	*Secretariat*	*Implemented*	*Reformulated*	*Postponed*	*Terminated*	*Mandated*	*Total*
Disarmament										
B Programme of work	2698	114	213	38	1559	8	29	1467	51	51
Total:	2698	114	213	38	1559	8	29	1467	51	51
Grand total:	2698	114	213	38	1559	8	29	1467	51	51

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	*Regular*		*Extrabudgetary*		*Total*				*Grand total*	*Q***
	Professional	*Consultant*	*Professional*	*Consultant*	*Regular*	*Extra-budgetary*	*Professional*	*Consultant*		
Disarmament										
B Programme of work	*396.45*	*15*	*36.7*	*77.4*	*411.45*	*114.1*	*433.15*	*92.4*	*525.55*	*91*
Total:	*396.45*	*15*	*36.7*	*77.4*	*411.45*	*114.1*	*433.15*	*92.4*	*525.55*	*91*
Grand total:	*396.45*	*15*	*36.7*	*77.4*	*411.45*	*114.1*	*433.15*	*92.4*	*525.55*	*91*

Q - the percentage of workmonths devoted to quantifiable outputs**

Section 4. Disarmament - qualitative assessment of programme performance

Expected accomplishments	Indicators of achievement	Accomplishments realized
1. Assistance in negotiations, deliberations, consensus-building and review conferences of States parties to various multilateral arms limitation and disarmament agreements.	Quality and timeliness of outputs and services, as assessed by Member States, States parties to disarmament agreements and other end users. Positive assessments by rotating presidents and Member States of the Conference on Disarmament (CD) of the efficiency and effectiveness of the process of negotiation and deliberation.	Improved organizational and substantive support as well as timely delivery of background materials and documentation contributed to the establishment of an environment conducive to a smooth process of negotiations and deliberations in the CD, the Ad Hoc Group of the States Parties to the Biological Weapons Convention (BWC), the Fifth Review Conference of the States Parties to the BWC and its Preparatory Committee, the Second Review Conference of the States Parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (CCW) and its Preparatory Committees and the Annual Conferences of High Contracting Parties to Amended Protocol II to the CCW. Provision of sound political, substantive and procedural advice to rotating presidents of the CD.
2. Increased expertise in the field of arms limitation and disarmament among Member States as a result of the implementation of the disarmament fellowship, training and advisory services programme.	Increased demand for professional training within the framework of the UN Disarmament Fellowship, Training and Advisory Programme and continued support of Member States for the Programme.	Successful implementation of the Programme providing training for 56 Fellows during the biennium, 47 of whom were from developing countries. Participants were trained through exposure to the work of the CD, the First Committee, through studies visits to treaty bodies (Organization for the Prohibition of Chemical Weapons and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization), the IAEA (International Atomic Energy Agency) and to interested countries, as well as through seminars sponsored by the Monterey Institute of International Studies and the Cooperative Monitoring Center of the Sandia National Laboratories. The selection process ensured the geographical balance and gender equality of fellowships awarded. Increased political and diplomatic skills on the part of participants in the Programme in serving their Governments in multilateral disarmament forums.
3. Assistance in negotiations, deliberations and consensus-building in the field of weapons of mass destruction and conventional weapons and increased awareness and understanding of Member States of new trends and development in those fields.	Satisfaction and positive feedback by Member States with the quality and timeliness of outputs, services and political advice given to meetings of treaty bodies and governmental expert groups and on the quality of support provided to their efforts to achieve progress in the elimination of WMD and reduction of conventional arms.	Provision of sound organizational and political support enabled the smooth process of negotiations and deliberations as well as consensus-building at the 2000 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, the Conference on Facilitating the Entry into Force of the Comprehensive-Nuclear-Test-Ban Treaty, the first session of the Panel of Governmental Experts on the Issue of Missiles in all its aspects, the annual substantive sessions of the United Nations Disarmament Commission, and the 5th Review Conference of States parties to the Biological Weapons Convention. Provision of substantive assistance in the establishment of a nuclear-weapon-free zone in Central Asia and the strengthening of Mongolia's nuclear-weapon-free status. Enhanced cooperation with the IAEA, the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Organization and the Organization for the Prohibition of Chemical Weapons. Active participation, as appropriate, of NGOs in the meetings of treaty bodies was facilitated and the exchange of information with the academic community and NGOs was enhanced. Provision of all necessary services and information for Member States facilitated the successful negotiation and outcome of the 2001 UN Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects which adopted the

Expected accomplishments	Indicators of achievement	Accomplishments realized
		Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects.
4. Promotion of participation in the UN Register of Conventional Arms and the UN standardized instrument for reporting of military expenditures.	Increased the number of participants in both the Conventional Arms Register and the standardized instrument.	During the biennium both instruments have achieved the highest number of participating countries since they were created: 109 countries participated in the Register of Conventional Arms and 60 in the UN standardized instrument for reporting military expenditures. Special measures in the form of publications, such as the 2001 Information Booklet on the UN Register of Conventional Arms, workshops, etc., have been undertaken to publicize and disseminate both instruments and to promote further a wider participation of Member States in both instruments.
5. Assistance in initiatives taken to address illicit trafficking in small arms and light weapons in all its aspects	Positive feedback from Member States, international and regional organizations, and NGOs regarding quality of policy and technical advice and other services rendered by the Secretariat. Increased involvement of civil society and NGO's in the issue.	Satisfaction expressed by Member States, international and regional organizations, and NGOs with the quality of the publication A Destruction Handbook in respect of small arms, light weapons, ammunition and explosives. A wide coalition of civil society organizations has been created around the small arms issue. Further coordination efforts among UN programmes and agencies have been undertaken under the aegis of CASA (the Coordinating Action on Small Arms). The initiation of an NGO capacity-building project in Latin America and the Caribbean that will last for two years to train NGO representatives from countries in the region on small arms and light weapons issues. Provision of all necessary services and information for Member States facilited the successful negotiation and outcome of the 2001 UN Conference on the Illicit Trade in Small Arms.
6. A re-invigorated publications and outreach programme, including a well-developed web site for the Department	Continued or increased level of demand for information materials in print or on the web site. Increase in the amount of time visitors spend on the web site.	A regular flow of publications was produced on schedule and ad hoc publications, not foreseen at the start of the biennium, to meet topical needs. A re-run of the "Gender perspectives on disarmament" publication. Collaboration with DPI, including the revamping of the disarmament permanent exhibit and, the production of pointed press and publicity material. Short publications were issued electronically. Sophisticated desktop publishing software was used to make information available to a wide spectrum of users. Interaction with disarmament NGOs was intensified. The DDA web site was redesigned and a new standard format and style with added dynamic content was implemented. Completion of installation of the Domino-based web server and migration of the UN Disarmament Information system databases to the DDA web site was achieved.
7. Effective confidence-building and arms limitation measures in the Central African subregion.	Satisfaction of Member States of the UN Standing Advisory Committee on Security Questions in Central Africa with the quality of advice, organizational and administrative services provided in implementing its programme of work.	Provision of all necessary support and assistance to the Standing Advisory Committee to facilitate the smooth planning, organization and conducting of the 13th, 14th, 15th and 16th ministerial meetings of the Committee as well as to implement other initiatives of the Committee including the Subregional Conference on the Question of Refugees and Internally-displaced Persons in the Central African region and the Meeting of Experts on the Modalities and terms of Reference for the Subregional Center for Human Rights and Democracy in Central Africa.

Expected accomplishments	Indicators of achievement	Accomplishments realized
8. Development of politically sound and economically viable projects on demobilization and weapons collection and destruction at the request of Member States.	Increase in the number of request for projects in the area of Practical Disarmament Measures and in activities including projects on demobilization and weapons collection.	The Group of Interested States in Practical Disarmament Measures has politically and financially supported a weapons collection in exchange for development project in the N'Guigmi region (Niger). Fact-finding missions have taken place in Cambodia and Kenya for the development of weapons collection programmes. Sound political and technical advice on issues related to practical disarmament measures has been provided to Member States and to other UN agencies and programmes.
Legislative review	Appreciations for the organizational and substantive services were expressed by the rotating Presidents and Member States of the CD; and by the Presidents of the review conferences, by the Chairman of the Ad Hoc Group of the States Parties to the BWC and by their respective States Parties. Appreciation was also expressed for the organizational and substantive support provided by the Secretariat to the 2000 NPT Review Conference and to the UN Conference on the Illicit Trade in Small Arms and Light Weapons in All its Aspects, as well as for the Secretariat's efforts in raising the level of participation in the UN Register of Conventional Arms and the UN standardized instrument for reporting military expenditures. The General Assembly, commended the efforts of the Secretary-General in disseminating widely information on arms limitation under the Disarmament Information Programme. It also commended the Secretary-General for the diligence with which the UN disarmament, fellowship, training and advisory services programme has continued to be carried out. Several General Assembly resolutions commended the work of DDA towards attaining Peace and Disarmament (55/33 W, 55/34 A, 55/34 B, 55/34 C, 55/34 E, 55/34 F, 56/25 D, 56/25 E.	

Section 5. Peacekeeping operations

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Peacekeeping operations										
1 Executive direction and policy	178	0	4	0	182	0	0	0	100	100
2 Operations	152	0	0	0	106	0	0	46	70	70
3 Field administration, logistics support and mine action	9	0	0	0	8	0	1	0	89	89
4 Military and civilian police advice and planning	0	0	0	0	0	0	0	0	0	0
Total:	339	0	4	0	298	0	1	46	86	86

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Peacekeeping operations										
1 Executive direction and policy	82	0	185	0	82	185	267	0	267	33
2 Operations	336	0	888	0	336	888	1224	0	1224	86
3 Field administration, logistics support and mine action	305.2	0	2837.8	27.5	305.2	2865.3	3143	27.5	3170.8	6
4 Military and civilian police advice and planning	48	24	524	0	72	524	572	24	596	0
Total:	771.2	24	4434.8	27.5	795.2	4462.3	5206	51.5	5257.5	25

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 5. Peacekeeping Operations - qualitative assessment of programme performance

Subprogramme 1. Executive direction and policy

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) The effective and efficient implementation of the mandates of peacekeeping operations. b) Maintenance of an open dialogue with Member States on all facets of peacekeeping. c) Facilitate the adaptation of policies and procedures based on lessons learned and best practices of past and present peacekeeping operations. d) Increasing public awareness and understanding of UN peacekeeping.	a) Timely provision of accurate information, analyses and recommendations to the SG and SC on peacekeeping issues. b) Frequency of reports, briefings and meetings provided to the SC and Member States on the implementation of mandates. c) Level of reflection of lessons learned and best practices in the development/updating of cross-cutting policies, guidelines and standard operating procedures in mission planning d) Frequency and effectiveness of interviews with the media, newspapers, and the extent of their coverage of peacekeeping issues and activities.	a) The Department undertook a comprehensive review of peacekeeping operations, which involved both internal and external evaluations during the period under review. The recommendations of these reviews are being implemented to strengthen the ways in which the Department plans, deploys, manages, and sustains a successful operation, including exit strategies. b) A series of reforms were implemented, which included closer and more systematic consultations with Member States, as well as greater interaction and coordination within the UN system, to enhance the contributions of peacekeeping partners in the implementation of Security Council mandates. c) Generic guidelines and standard operating procedures were developed for gender mainstreaming in multi-dimensional peace operations, civilian police operations, and for UNMIK and UNTAET d) There was a significant increase in the number of media interviews given, including media queries on peacekeeping issues, visits to missions by the international press, as well as an increase in the number of invitations to speak on peacekeeping and related issues from regional and sub-regional organizations, governmental and non-governmental organizations, academia and private institutions. This showed increased interest in peacekeeping activities, as well as improvement in the measures taken to the to strengthen understanding of and support for peacekeeping operations.

Subprogramme 2. Operations

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Promotion and effective implementation of solutions to the obstacles arising from peacekeeping mandates. b) Operational effectiveness and timely conduct of peacekeeping operations. c) Maintain full capacity to provide 24-hour uninterrupted communications between each peacekeeping mission and other UN missions and Headquarters.	a) Effective and timely development, monitoring and updating of operational plans for peacekeeping operations. b) Accuracy, quality and timeliness of guidance provided to the field regarding the implementation of mandates. c) Timely and comprehensive reporting to the governing bodies on peacekeeping operations.	Timely, effective, accurate and comprehensive operational and political direction was provided to peacekeeping operations, which led to the: a) Resumption of the peace process in Sierra Leone; b) Disengagement of troops in the DRC and completion of phase II of MONUC, as well as initiation of withdrawal; c) Establishment of the temporary security zone in Ethiopia and Eritrea to assist the peaceful settlement of the border dispute between the two countries; d) Election of Constituent Assembly in East Timor and the successful initiation of transition towards independence; e) Reconfiguration of UNIFIL in light of Israel's withdrawal from southern Lebanon; f) Creation of a legal framework and successful local elections in Kosovo, in preparation for the handing-over of the UN administration to local authorities; and g) Significant improvements in the public security sector in Bosnia-Herzegovina, where UNMIBH is on schedule to complete its mandate in late 2002. Furthermore, there was a major surge in activities toward the end of the biennium in the context of the IMTF for Afghanistan and preparations for an enhanced UN role in that country.

Subprogramme 3. Field administration, logistics support and mine action

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Timely mobilization and deployment of human, financial and material resources for peacekeeping and special political missions and effective support to those missions. b) Timely and economic liquidation of closed missions. c) Promote awareness of the serious threat that the indiscriminate use of landmines constitute to safety, health and lives of the local population.	a) Timely provision of adequate financial, material and human resources along with administrative and logistic services. b) Number of missions liquidated on time. c) Level of promotional activities on the threat of the indiscriminate use of landmines.	a) Effectively prepared and implemented plans for deployment/expansion of field operations. Provided support to about 30 ongoing peacekeeping and other field operations/offices. b) Managed the successful liquidation of one mission in the field and 11 field mission offices at Headquarters c) Provided effective support to over 30 mine action programmes globally, inclusive of five under the auspices of Peacekeeping missions, in areas including risk reduction education, information management, quality management, advocacy for a ban on anti-personnel landmines, assistance to mine victims, and in implementing mine survey, marking, mapping and clearance. Established new programmes in three locations, and increased emergency support to others. Provided global coordination across 11 UN agencies and with external entities, and mobilized resources for mine action programmes and 9 thematic areas.

Subprogramme 4. Military and civilian police advice and planning

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Timely and effective response to decisions of the Security Council with respect to military and civilian police components of peacekeeping operations. b) Facilitate the functional and full integration of the Rapid Deployable Mission Headquarters implementation capacity into the Rapid Response Mechanism. c) Train troops in the standby arrangement system to be able to be deployed as required.	a) The ability of the military and police Divisions to respond to Security Council mandates b) Quality of new operational concepts developed for the military and police in peacekeeping operations c) The timely deployment of such military elements and police officers in response to Security Council mandates.	a) The section was reorganized into separate Military and Civilian Police Divisions and the Department ensured that military components are active in all peacekeeping missions and supporting a number of political missions. b) Standby arrangements were actively pursued to facilitate rapid deployment, part of which was the establishment of an On-Call List of officers to establish a new mission HQ, and enhancement of the ability to provide concepts, plans and advice in a timely manner. To achieve this, a reorganization exercise was undertaken to provide better services to primary beneficiaries and to concentrate on core tasks, and to enhance direct training assistance to Member States and other organizations to ensure their preparedness prior to deployment. c) The Police Division was actively involved in eight peacekeeping operations, and deployed twice as many police officers as were deployed at the beginning of the reporting period. Furthermore, the Division planned and deployed, for the first time, two executive law enforcement missions that included all aspects of law enforcement, including the formation of Police and Police Canine Units. A model of a police mission headquarters was developed, along with corresponding job descriptions, which will be a part of the fully integrated Rapid Response mechanism, and guidelines for the establishment of an on-call roster and standby arrangement for police officers were also developed.

Legislative review	The report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809) of 17 August 2000 gave the reform process renewed focus and momentum. The initial report on the implementation of the Panel's recommendations (A/55/502) of 20 October 2000, offered a number of practical measures to support the broad objectives identified by the Panel. The report of the Special Committee on the implementation plan of the Panel's recommendations (A/C.4/55/6) of 4 December 2000 adopted the comprehensive approach requested by Member States and proposed further steps for improving peacekeeping capacity. The Secretary-General's report (A/55/977) of 1 June 2001 on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations provided the first in-depth and comprehensive managerial examination of the way in which the Organization implements one of the most important aspects of its mandate. It was followed by the statement submitted by the Secretary-General (A/C.5/55/46 and Corr.1 and Add.1) on the programme budget implications of implementing the recommendations of the Special Committee on Peacekeeping Operations, as contained in its report on the comprehensive review of the whole question of peacekeeping operations in all their aspects (A/55/1024 and Corr.1).

Section 6. Peaceful uses of outer space

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

	Planned		*Additions by*		*Implementation*		*Departures from programmed commitments*		*Implementation rates**	
Subprogramme	*Programmed*	*Carried over*	*Legislation*	*Secretariat*	*Implemented*	*Reformulated*	*Postponed*	*Terminated*	*Mandated*	*Total*
Peaceful uses of outer space										
Programme of work	276	3	86	75	418	4	8	10	95	96
Total:	276	3	86	75	418	4	8	10	95	96
Grand total:	276	3	86	75	418	4	8	10	95	96

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

	Regular		*Extrabudgetary*		*Total*				*Grand total*	*Q***
Subprogramme	*Professional*	*Consultant*	*Professional*	*Consultant*	*Regular*	*Extra-budgetary*	*Professional*	*Consultant*		
Peaceful uses of outer space										
Programme of work	263.3	0	32.5	0	263.3	32.5	295.8	0	295.8	50
Total:	263.3	0	32.5	0	263.3	32.5	295.8	0	295.8	50
Grand total:	263.3	0	32.5	0	263.3	32.5	295.8	0	295.8	50

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 6. Peaceful uses of outer space – qualitative assessment of programme performance

Expected accomplishments	Indicators of achievement	Accomplishments realized
Better understanding by the policy makers of developing countries of the benefits of space applications for national and regional socio-economic development.	Initiatives by Member States, with the participation of developing countries, to translate the strategy contained in the Vienna Declaration, adopted by the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) to use space science and technology to address global challenges in social and economic development; increased participation of countries in the work of the Committee on the Peaceful Uses of Outer Space.	Eleven action teams, consisting of member States under the voluntary leadership of governments, were established by the Committee to start implementing the recommendations of UNISPACE III that had been accorded high priority by Member States. Each action team, composed of 10 to 40 countries, addresses issues such as using space technology in disaster management, management of natural resources, public health and promotion of sustainable development as well as strengthening capacity building efforts and increasing awareness of policy makers and the general public of space benefits. Reflecting the growing interest among Member States in the work of the Committee, the membership of the Committee increased from 60 to 64 countries in 2001.
Effective use of space technology in national and regional initiatives to advance economic and social conditions.	Enhanced technical advisory services to developing countries in initiating and supporting projects to demonstrate the effective use of space technology to promote economic and social development.	Following UNISPACE III, the United Nations Programme on Space Applications was reoriented to include support to the participants of the long-term fellowship to carry out pilot or demonstration projects in their home countries. The first two pilot projects were carried out in the biennium 2000-2001 for the benefit of African educators. The Programme on Space Applications supported more pilot projects as follow-up to the series of training courses on applications of data from the European remote sensing satellite and other satellites to natural resources, renewable energy and the environment. Following the provision of assistance to Latin America on the previous biennium, in the current one technical assistance was provided to projects in Asia and the Pacific and Africa.
Optimum use of space technology in carrying out priority activities of the United Nations.	Initiatives to identify the priority activities of the United Nations where the use of space technology could contribute to achieving the objectives; increased participation of organizations of the United Nations system; increased coordination among organizations of the United Nations system in using space technology in their mandated activities.	Both the Committee's Scientific and Technical Subcommittee and the Inter-Agency Meeting on Outer Space Activities, to which the Office provides substantive secretariat services, now consider as part of their agendas how to expand the use of space applications and services in the United Nations system through inter-agency cooperation and coordination. The Office for Outer Space Affairs pro-actively assisted the Committee and its Scientific and Technical Subcommittee by designing and conducting a survey among the organizations of the United Nations system to assess the level of use of space applications and services and possible barriers to their greater use. The Inter-Agency Meeting agreed to contribute to the work of the Subcommittee and agreed to formulate a message to the heads of organizations of the United Nations system to highlight the usefulness and cost-effectiveness of space applications. The need to consider the contributions of space science and technology to a greater extent in major United Nations conferences was brought to the attention of the Secretary General through a letter, also circulated under various agenda items of the General Assembly.
Maximization of inputs	Increased opportunities for non-	The action teams established by the Committee to implement recommendations of

Expected accomplishments	Indicators of achievement	Accomplishments realized
from non-governmental organizations in pursuing the objectives of the programme.	governmental organizations in the activities of the Office and the work of the Committee.	UNISPACE III actively seek the participation of non-governmental entities. The Office began to organize a series of annual industry symposia during the annual session of the Scientific and Technical Subcommittee. The industry symposium includes presentations by representatives from industry, and it provides a forum for exchange of views between industry and governments. The United Nations Programme on Space Applications also strengthened its efforts toward the increased participation of non-governmental entities, in particular industry, in organizing its capacity-building activities. A series of workshops increased interactions between industry representatives and participants from developing countries who are policy makers or programme managers in promoting sustainable development in their countries. The programme, known as UN-STARS, provides opportunities for young people (primary and secondary school children) to learn about the use of space technology in protecting the endangered species and the global environment as well as to work together with people around the world.
Legislative review	The Committee on the Peaceful Uses of Outer Space and its Scientific and Technical Subcommittee and Legal Subcommittee, at their annual sessions, review the implementation of the programme on the peaceful uses of outer space by the Office for Outer Space Affairs. Their views are reflected in their reports. The Committee expressed its appreciation to the Expert on Space Applications for the manner in which had had implemented the activities of the Programme within the limited funds at his disposal and noted with satisfaction that information for Member States and the general public on the latest developments in activities carried out by the Programme. The Scientific and Technical Subcommittee recognized the documentation prepared by the Office under the agenda item relating to inter-agency cooperation provided a good basis for its discussion; and noted with satisfaction that the Office prepared a sample index to the United Nations Register of Objects Launched into Outer Space, which would provide an easy and quick reference to government announcements of space launches and changes in the status of space objects. The Legal Subcommittee noted with appreciation the work of the Office in connection with the promotion, understanding, acceptance and implementation of international space law.	

Section 8. Legal affairs

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Legal affairs										
1 Overall direction, management and coordination of legal advice and services to the United Nations as a whole	25	0	0	0	25	0	0	0	100	100
2 General legal services to United Nations organs and programmes	10	0	0	0	10	0	0	0	100	100
3 Progressive development and codification of international law	666	11	3	65	690	0	16	39	92	93
4 Law of the sea and ocean affairs	309	1	111	14	355	5	1	74	82	83
5 Progressive harmonization and unification of the law of international trade	527	6	9	127	649	0	6	14	96	97
6 Custody, registration and publication of treaties	39	12	0	6	52	0	5	0	90	91
Total:	1576	30	123	212	1781	5	28	127	91	92

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Legal affairs										
1 Overall direction, management and coordination of legal advice and services to the United Nations as a whole	181.5	0	88	0	181.5	88	269.5	0	269.5	73
2 General legal services to United Nations organs and programmes	224	30	292	0	254	292	516	30	546	35
3 Progressive development and codification of international law	310.5	0	0	0	310.5	0	310.5	0	310.5	98
4 Law of the sea and ocean affairs	398	9	0	0	407	0	398	9	407	79
5 Progressive harmonization and unification of the law of international trade	135.25	0	14	2.5	135.25	16.5	149.25	2.5	151.75	59
6 Custody, registration and publication of treaties	268	0	0	0	268	0	268	0	268	80
Total:	1517.25	39	394	2.5	1556.25	396.5	1911.25	41.5	1952.75	67

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 8: Legal Affairs - qualitative assessment of programme performance

Subprogramme 1: Overall direction, management and coordination of legal advice and services to the United Nations as a whole

Expected accomplishments	Indicators of achievement	Accomplishments realized
Creation of legal regimes contributing to the maintenance of international peace and security and contributing to the proper execution of those regimes; resolution of international disputes through judicial means and through negotiation; contribution to increased compliance with the international legal instruments required for the conduct of UN operations; contribution, through procedural advice, to the smooth operation of elections and meetings; contribution to increased application of the constitutive and other legal instruments of the Organization and to an increase in the upholding of the privileges and immunities of the Organization; contribution to increased coordination on legal matters among the agencies of the UN system.	- The quality and timeliness of legal advice rendered and of legal instruments finalized. - Decisiveness of response to violations of international legal instruments for the conduct of UN operations. - The quality and impact of studies, analyses and statements on international law.	Increased understanding by principal and subsidiary organs, other secretariat units, peace-keeping mission and field offices, intergovernmental organizations, NGOs and the general public of international and UN law including the establishment and implementation of UN legal regimes, agreements, arrangements and rules of procedure. Legal advice regarding interpretation and implementation of the General Assembly and Security Council resolutions. Contribution to the establishment of the legal and legislative framework for the missions in Kosovo and East Timor. Negotiations for the establishment of tribunals in Cambodia and Sierra Leone for the prosecution of violations of international humanitarian law. Legal support to the Secretary-General's Special Coordinator for the Middle East Peace Process mission on the implementation of Security Council resolution 425 (1978). Participation in negotiations for and finalization of several status of forces agreements and status of mission agreements, including the Agreements with the Government of Ethiopia on UN Mission in Eritrea and Ethiopia and the Agreement with the former Yugoslav Republic of Macedonia on the UN mission in Kosovo. Written legal opinions on various issues arising under the Charter, the Convention on the Privileges and Immunities of the United Nations, international agreements and other instruments of international law. Provision of legal advice and assistance to the participants in the Burundi Peace Process. Contribution to implementing the recommendations made by the Panel on United Nations Peace Operations. interpretation and implementation Draft Headquarters Agreement, draft Agreement on Privileges and Immunities and draft Rules of Procedure for the Assembly of States Parties prepared for and submitted to the Preparatory Committee for an International Criminal Court. Significant contribution to the conduct and outcome of the World Conference Against Racism. Areas for improvement: Computerization project in order to enhance ability to track precedents.

Subprogramme 2: General legal services to United Nations organs and programmes

Expected accomplishments	Indicators of achievement	Accomplishments realized
Application and interpretation of the Organization's administrative law governing employment relations in a consistent, fair and legally correct manner and in compliance with the Financial Regulation and Rules of the UN as well as related administrative issuances of the Organization; the establishment of agreements with Governments, the specialized agencies and other entities concerned for the purposes intended; compliance with established agreements required for the conduct of UN operations; resolution of potential disputes through negotiation; creation of the legal framework for the establishment, implementation and winding-up of peacekeeping, observer and humanitarian operations and missions in accordance with established regulations, rules and policies of the Organization and the establishment of agreements, contracts and other legal arrangements that reduce disputes against the Organization arising from such operations;	- Quality, accuracy and timeliness of legal advice and support. - Number and impact of legal opinions and other legal advice such that UN	Increased overall understanding as to the legal obligations and legal rights of the Organization regarding programmes, activities and operations, through provision of legal advice in response to over 8,000 written and oral requests. The Division successfully defended the Organization from numerous claims, thereby minimizing its liability, including the dismissal of a $50 million claim in

Expected accomplishments	Indicators of achievement	Accomplishments realized
protection of the legal interests of the Organization and minimization of the Organization's liabilities; compliance with the Financial Regulation and Rules of the Organization relating to procurement; resolution of contractual disputes through negotiation; protection of the legal interests of the Organization and minimization of the Organization's liabilities and effective development and presentation of factual and legal positions of the Organization in cases before arbitral or judicial or quasi-judicial tribunals; recovery or partial recovery of lost assets and prosecution of the perpetrators of fraudulent or other unlawful actions; cooperation with the national law enforcement authorities involving UN staff or activities; provision of comprehensive legally accurate and timely briefs to the UN Administrative Tribunal to enable it to adjudicate cases expeditiously; minimization of financial and other liability and protection of the legal interests of the Organization in cases before the Tribunal; and contribution to increased partnership with civil society and the private sector within the legal parameters of the Charter and related regulations.	offices are in a better position to interpret and apply provisions of the UN legal regime to specific legal matters and to comply with such provisions.	arbitration and the successful litigation and/or settlement of numerous other claims for amounts far lower than initially asserted. Areas needing improvement: Prioritization and response to vast number of urgent requests for legal services to be addressed during the upcoming biennium, in part, by implementing a computerized system for tracking requests for legal advice and progress with regard thereto.

Subprogramme 3: Progressive development and codification of international law

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased awareness by Member States of and respect for the rules and principles of international law; formulation and adoption of legal instruments to deal with issues of major international concern; and use by Member States of institutional mechanism envisaged by such instruments; the effective operation of the meetings of United Nations bodies dealing with the codification and progressive development of international law; increased awareness and knowledge of the rules and principles of international law on the part of the general public; increased participation and contribution of individuals and institutions from developing countries in the dissemination of public international law; and increased knowledge, and understanding of the United Nations efforts in the field of the codification and progressive development of international law.	- Progress in the elaboration of new legal instruments in the field of codification of international law. - Satisfaction by Member States with the quality, volume and timeliness of Division's substantive servicing and preparation of documentation. - Quality of training courses and seminars as well as of information placed on website.	Increased awareness by Member States of and respect for the rules and principles of international law materialized in elaboration of several legal instruments - draft articles on States Responsibility, draft articles on Nationality in relation to States Succession (adopted by ILC and annexed to GA resolutions); numerous documents requested by resolution F of the Rome Conference on International Criminal Court (adopted by Preparatory Commission for the International Criminal Court). Significant progress was achieved on draft Comprehensive Convention against International Terrorism (Ad Hoc Committee and Working Group of the Sixth Committee). Effective operation of meetings and achievement of substantive results of the bodies dealing with codification through efficient substantive servicing and timely preparation of documentation. Increased dissemination of international law through training courses and seminars as well as further development and updating of websites maintained by the Division.

Subprogramme 4: Law of the sea and ocean affairs:

Expected accomplishments	Indicators of achievement	Accomplishments realized
Ratification of or accession to the Convention on the Law of the Sea and the related agreements; uniform and consistent application of the principles and the provisions of the Convention by States and International Organizations; adoption or adaptation of legal instruments at the national international levels, in harmony of the provisions of the Convention; efficient functioning of the treaty system of institutions created by the Convention; increased understanding, knowledge and expertise with regard to deriving practical benefits from the international legal regime for the oceans; annual in-depth consideration, review and evaluation of global developments related to the law of the sea and ocean affairs in the General Assembly, including identification of emerging issues.	-Increase in number of States parties ratifying or acceding to the Convention on the Law of the Sea and related agreements. - Increase in the number of legal instruments developed by States and international organizations in the field of the law of the sea and ocean affairs. - The degree of satisfaction on the part of Member States with the work under the subprogramme.	The number of States Parties to the Convention increased from 132 to 138 during the biennium. The number of States Parties to the Agreement on Part XI (on the international seabed area) of the Convention increased from 96 to 104. The number of States Parties to the UN Fish Stocks Agreement increased from 24 to 31. More importantly, with the 30th instrument of ratification the Agreement entered into force in December 2001. A number of legislative actions both at the national and the international levels were brought to the attention of the Division during the biennium. Such information was entered into the Division's databases. (It should be borne in mind that actions at the national level are combined outcomes of national efforts and the work of the Organization.) Delegations in their statements under the agenda item "Oceans and the Law of the Sea" both in the 55th and the 56th sessions of the General Assembly expressed their satisfaction with the work under the subprogramme. Relevant resolutions of the Assembly specifically express appreciation for the work of the Organization in the field of the law of the sea and ocean affairs. Continuous support was provided to the Open-ended Informal Consultative Process on Ocean Affairs. Information on the status of the instruments, developments in the law of the sea and related issues was disseminated by way of periodic publications, press releases and on the website. Areas needing improvement: A number of activities/outputs under the subprogramme have the potential of belonging to several categories, e.g., "Other substantive activities", "Advisory services", and "International cooperation and coordination". An improvement in programme design addressing such potential interlinkages will be sought.

Subprogramme 5: Progressive harmonization and unification of the law of international trade:

Expected accomplishments	Indicators of achievement	Accomplishments realized
Legislative decisions by Member States that are based on internationally harmonized legislative texts; policy decisions by intergovernmental and non-governmental international organizations that take into account views of, and texts prepared by, the Commission: use of non-legislative Commission texts (model contracts, legal guides) by merchants and by their associations; and increased legal certainty in international commerce and lower cost of conducting international business; increased use in legislative work of internationally harmonized legislative instruments on international commerce; increased use by merchants of model contracts and legal guides in the conduct of commerce; improved technical capacity of ministry officials, merchants and their	- Number of States, inter-governmental organizations, NGOs and national entities using UNCITRAL texts. - Number of books and articles published on UNCITRAL texts. - Number of inquiries relating to UNCITRAL. - Number of visits and links to UNCITRAL websites.	Continuing increase in use of UNCITRAL texts based on the number of inquiries, requests for technical assistance and invitations to lecture at conferences from Governments, international organizations and national bodies. Notable increase of users of UNCITRAL texts, in particular, in developing countries, following the posting of UNCITRAL documents in the six UN official languages on the UNCITRAL website and the distribution of CD-ROMs. Recently, 8 developing countries were among the top 20 users of the UNCITRAL website. 27 enactments of UNCITRAL texts took place; over 300 books and articles relating to the work of UNCITRAL were included in the UNCITRAL bibliography during the biennium. Approximately 2,200 hyper-links to the UNCITRAL website were identified. Areas needing improvement: Technical assistance to Governments

Expected accomplishments	Indicators of achievement	Accomplishments realized
associations, judges, arbitrators and academics, in particular in developing countries, in the use of international trade law; and increased use of Commission texts and preparatory studies in university teachings.		and other users of UNCITRAL texts should be increased and coordination of work of agencies formulating trade law texts should be strengthened. That would require additional resources.

Subprogramme 6: Custody, registration and publication of treaties

Expected accomplishments	Indicators of achievement	Accomplishments realized
Availability of up-to-date treaty publications for foreign offices, permanent missions, agencies of the UN system, other international organizations, NGOs and other entities, academics and members of the public; substantial education/elimination of the historical backlog in the production of the *UN Treaty Series* and the *UN Treaty Series Cumulative Index*; greater and more effective electronic access to the publications of the Treaty Section, including through the Internet, by foreign offices, permanent missions, agencies of the UN system, other international agencies, NGOs and other entities, academics and members of the public; provision of timely and high-quality information and advice on the status of instruments deposited with the Secretary-General, final clauses and other treaty-related matters, including on the depositary 's legal responsibilities and other related matters, to Member States, intergovernmental bodies, bodies of the UN system and others; maintenance of an up-to-date and easily accessible record (including on the electronic medium) of all actions relating to the depositary functions; and high-quality and timely advice and assistance to foreign offices, permanent missions to the United Nations, organization of the UN system and other	- Timely processing, registration and publication of treaties submitted to the Secretariat in accordance with Article 102 of the Charter, and timely processing of actions relating to treaties deposited with the Secretary-General. - Timely publication of the UN Treaty Series, Multilateral treaties deposited with the Secretary-General, the monthly Statement of Treaties and International Agreements and the United Nations Treaty Series Cumulative Index. - The timely availability of such information through electronic services. Increased application of information obtained through services provided under this subprogramme, including electronic services. - Greater satisfaction of users with the services provided by Treaty Section, including electronic services.	1. The backlog of the UN Treaty Series has been further reduced and should be eliminated completely in 2002. The Cumulative Index to the Series is now up to date with the published volumes. The "Multilateral Treaties deposited with the Secretary-General" is published in early March. The monthly Statement continues to be up to date. 2. Electronic access to treaty-related information has been further improved and expanded: newly deposited treaties are posted on the Treaty Website in all the official languages; the daily updated version of the "Multilateral Treaties deposited with the Secretary-General" is available on the Internet; the Depositary notifications, informing states of the on-going status of entry into force of treaties are now made available on line as soon as they are processed and also forwarded to missions by e-mail; new web pages were created for the treaty signing events, including links with other relevant sites and summaries of treaties in specific subject areas. As a result the number of Website hits has reached 200,000 a week. 3. Three treaty events took place: Millennium Summit Multilateral Treaty Framework: An Invitation to Universal Participation; Focus 2001: Rights of Women and Children; Multilateral treaties on Terrorism, resulting in nearly 600 treaty actions. Admission of Yugoslavia to the UN, requiring extensive consultations and analyses generated 243 treaty actions. 4. A Treaty Handbook was published, including on-line, to serve as a guide to Member States, UN agencies and other users on treaty related procedures. Legal advisers of Missions, UN agencies and others on treaty procedures were trained by way of workshops leading to an increased number of treaty-related actions by Governments, an increased visibility of treaty-related activities, and an increased awareness of treaty-related activities and of their importance in international law by the international community. Areas needing improvement: Elimination of the UN Treaty Series backlog by using the desktop publishing system. Areas of the database need further technical improvements to ensure a full-proof and reliable system. Expanding Internet access to the UN Treaty Series latest volumes on-line, which is now only available until May 1998. Updating the Summary of practice of the

Expected accomplishments	Indicators of achievement	Accomplishments realized
organizations on a wide range of legal and technical issues related to treaty matters.		Secretary-General as depositary, and producing the UN Treaty Series and its Cumulative Index on CD-ROM not completed due to budgetary restrictions.
Legislative review	Subprogramme 4: The General Assembly adopted four resolutions under the agenda item "Oceans and the Law of the Sea", i.e., 55/7, 55/8, 56/12 and 56/13. In each of these resolutions, the Assembly requests the Secretary-General to continue the Organization's work in the field of the law of the sea and ocean affairs. By resolution 54/33, the Assembly established a new body, the Open-ended Informal Consultative Process on Ocean Affairs and mandated the Division to service it. Subprogramme 5: Report of the United Nations Commission on International Trade Law on its thirty-third and thirty-fourth sessions (A/55/17 and A/56/17) and the reports of inter-governmental UNCITRAL Working Groups: A/CN.9/465, 466, 467, 468, 469, 483, 484, 485 & Corr.1, 486 and 487; as well as the UNCTAD Report of the Trade and Development Board on its forty-seventh and forty-eighth sessions: TD/B/47/11 (Vol. 1) and TD/B/48/18 (Vol. 1). Subprogramme 6: Aspects of the programme were reviewed and supported by recent General Assembly Resolutions under the UN Decade of International Law A/RES/51/158,A/RES/52/153, A/RES/53/100, A/RES/54/102) and under the UN Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law (A/RES/56/77). Report to the General Assembly A/52/363on two items "The UN Treaty Collection on the Internet: proposal to set up a user-free mechanism" and "Translation of the list of titles of treaties appearing in the "Multilateral Treaties deposited with the Secretary-General."	

Section 9. Economic and social affairs

Actual programme performance in relation to programme budget commitments for 2000-2001 (quantifiable outputs only)

	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
Subprogramme	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Economic and social affairs										
1 Economic and Social Council support and coordination	632	3	191	1	818	2	5	2	99	99
2 Gender issues and advancement of women	383	4	45	5	410	9	13	5	96	96
3 Social policy and development	199	18	28	12	219	3	13	22	86	86
4 Sustainable development	479	23	24	54	557	1	12	10	96	96
5 Statistics	299	24	24	6	322	2	20	9	92	92
6 Population	115	8	0	0	103	1	14	5	85	85
7 Global development trends, issues and policies	224	3	5	1	228	0	1	4	98	98
8 Public administration, finance and development	134	2	1	1	133	2	2	1	98	98
Total:	2465	85	318	80	2790	20	80	58	95	95

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized (all outputs)

	Regular		Extrabudgetary		Total				Grand total	Q**
Subprogramme	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Economic and social affairs										
1 Economic and Social Council support and coordination	522	5	21.5	27	527	48.5	543.5	32	575.5	84
2 Gender issues and advancement of women	492	82	17	52	574	69	509	134	643	78
3 Social policy and development	735.25	32	0	18	767.25	18	735.25	50	785.25	68
4 Sustainable development	677	11	276	84	688	360	953	95	1048	73
5 Statistics	957.5	9	20	8	966.5	28	977.5	17	994.5	91
6 Population	401	15	12	2	416	14	413	17	430	98
7 Global development trends, issues and policies	556	0	2	0	556	2	558	0	558	98
8 Public administration, finance and development	528	64	48	0	592	48	576	64	640	76
Total:	4868.75	218	396.5	191	5086.75	587.5	5265.25	409	5674.25	82

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 9. Economic and social affairs - qualitative assessment of programme performance

Subprogramme 1. Economic and Social Council support and coordination

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) A strengthened role of ECOSOC in providing overall guidance to and coordination of UN system in the economic and social areas as well as the marked improvement in the methods of work of the GA, in particular its Second Committee, and, as appropriate, its Third Committee; b) Enhanced coordination of UN system operational activities for development and their increased impact at the country level; c) Expanded interaction between ECOSOC and the ACC, as well as the governing bodies of other organizations of the system; d) Effective interagency policy and programme collaboration and coordination within the UN system of organizations and enhancement of system-wide coordination around specific issues and themes in response to recommendations and guidelines of the central intergovernmental bodies; e) Facilitation of progress in the achievement of coherence and complementarity between the normative and policy-oriented work in the area of development; and f) Strengthened substantive support to the Committee on Non-Governmental Organizations and the NGOs in consultative status with the Council.	a) Enumeration of the ways in which the subprogramme has promoted consensus-building on key development issues, including upstream policy issues such as adoption of recommendations, communiqués and agreed conclusions as well as efficient and effective deliberations on the follow up to the Millennium Declaration and relevant issues. b) Closer collaboration between UN agencies, funds and programmes and relevant partners on issues of economic and social development. c) Usefulness of results of the interactive debates, panel discussions and round tables and dissemination of them, including through the Internet. d) Satisfaction of participants in the intergovernmental processes with respect to the overall support provided to those processes.	Strengthened holistic, interdisciplinary approach in the intergovernmental deliberations, and revitalized intergovernmental machinery in the economic and social areas, and enhanced its efficiency. More specifically, improved role of the ECOSOC in its oversight functions over its subsidiary machinery: regularized schedule of meetings, energized collaboration between the secretariats of the functional commissions, streamlined and regrouped agenda, revitalized linkages with the Executive Boards of the funds and programmes and increased informal dialogue on cross-cutting themes. Regularized modalities of cooperation between the United Nations and the Bretton Woods institutions. Increased use of panel discussions with outside resource persons, and executive briefings, of videoconferencing and active involvement of representatives from the civil society. Improved quality and usefulness of the documentation submitted to the intergovernmental bodies. Areas needing improvement: The many socio-economic dimensions of globalization and their implications for the entities of the UN system, as well as for other stakeholders in the development debate, place new challenges on the intergovernmental machinery, and ECOSOC acting as a catalyst in bringing together all actors in the common goal of poverty eradication. The subprogramme needs to continue to steadily evolve to more effectively support the role of the Council to strengthen the overall cohesiveness of intergovernmental action in the economic, social and development areas.

Subprogramme 2. Gender issues and advancement of women

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Additional progress towards gender mainstreaming into the work of intergovernmental forums, policies and the departments and offices of the United Nations Secretariat, the organizations of the UN system, other intergovernmental organizations and Member States;	a) Increased number of United Nations programmes and activities, in which a gender perspective has been mainstreamed. b) Satisfaction of Member States with the	Progress in implementation of gender mainstreaming through development of policies, strategies and institutional mechanisms; increased incorporation of gender perspectives in programme budget submissions for 2002-2003, as well as in outcomes of intergovernmental forums. Increased collaboration with UN system (annual joint work plan between OSAGI/DAW and OHCHR); joint activities (expert group meetings, panels etc) which had an impact on policy formulation. Increased support to statutory meetings and informal consultations, meetings of CSW bureau and coordination between functional commissions.

Expected accomplishments	Indicators of achievement	Accomplishments realized
(b) Provision of effective support to intergovernmental bodies through increased policy analysis and monitoring activities related to the implementation of the Nairobi Forward-looking Strategies and the Beijing Declaration and Platform for Action; c) Increased compliance by States parties with reporting obligations under the Convention on the Elimination of All Forms of Discrimination against Women and improved coordination between the Division and the Office of the United Nations High Commissioner for Human Rights in contributing to the development and strengthening of human rights mechanisms to ensure the enjoyment by women of their human rights;	support provided in intergovernmental process. c) Improved reporting under the Convention and reduction of backlog of reports to be considered. d) Impact of technical services on Member States' capacity to implement the Beijing Platform for Action. e) Introduction of policies and practices aimed at attaining gender balance in UN entities. f) Outreach activities carried out.	Advice and assistance to States Parties to the Convention on the Elimination of All Forms of Discrimination against Women on the substantive requirements of the Convention, as well as on reporting obligations, on request, to support increased and enhanced reporting; improved working methods of CEDAW and approval of an exceptional session in 2002 to reduce backlog (GA resolution 56/229). Successful completion of advisory services, outreach activities and capacity-building activities in the areas of expertise (CEDAW, national machineries, armed conflict, poverty). Improved facilitation of participation of NGOs in CEDAW, CSW, UNGASS; requests for information and hits on website increased; the website was improved following a recent user survey. Substantive support and advice to OHRM and to individual departments on the design and implementation of departmental action plans to achieve gender balance. Areas needing improvement: Areas highlighted in the OIOS recommendations (E/AC.51/2000/3); in addition: improvement of monitoring and accountability mechanisms for gender mainstreaming; Improved inter-sessional work and interaction between CSW Bureau and other functional commissions; closer links between the technical cooperation programme and the normative units of the Division; improved coordination with OHRM and outreach to management and staff to achieve the goal of gender balance.

Subprogramme 3. Social policy and development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Strengthened international cooperation for social development, with particular attention to poverty eradication, increasing equity, employment generation, fostering social integration and solidarity and reducing marginalization; b) Overall satisfaction with the promotion of and enhanced support for the implementation of the Copenhagen Declaration on Social Development and the Programme of Action; c) Enhanced support for the implementation of the outcome of the special session through strengthened system-wide cooperation and programme coordination on social issues; d) Better opportunities, more equitable access for specific groups in society and improved accessibility of global information on the implementation of UN declarations and instruments relevant to social development, including the Standard Rules on the Equalization of Opportunities for Persons with Disabilities, the World Programme of Action for Youth to the Year 2000 and Beyond, the international Plan of Action on Ageing, the UN Principles for Older Persons, the International Year of Older Persons (1999) and the	i) Impact on national policies. Effective system-wide coordination. ii) National policy action and response; progress in implementing international norms, standards, in action programmes for groups and in further initiatives in social integration defined by the General Assembly; Effective system-wide coordination; Advancement of research and advocacy. iii) Advice on persistent and emerging problems. Development and	1) Monitored national and global socio-economic trends, including identifying emerging issues, and assessed their implications for social policy at the national and international levels. Strengthened UN system-wide collaboration on issues of social development. 2) Increased awareness of various dimensions in tackling poverty eradication, through dialogues between national governments and international organizations. Improved ability of member states to reassess macroeconomic policies with the aim of giving the central place to employment generation and reduction of poverty. 3) Heightened attention to relevant facets of social development at national and international

Expected accomplishments	Indicators of achievement	Accomplishments realized
International Year of the Family (1994); e) Increased number of Governments adopting poverty eradication targets resulting from advocating recognition of special needs, such as those of the unemployed, and of institutions or groups requiring specific support, such as the family, the disabled, older persons, youth, indigenous people and ethnic minorities; and f) Strengthened national capacities for planning and managing socio-economic development and increased technical advisory services, training activities (including international workshops and seminars) and field projects.	dissemination of timely, comprehensive and accurate information on relevant issues. Successful achievement of defined objectives of technical cooperation activities.	level. Increased emphasis on the role of social development in overall development. Increased awareness of advantages of a society-for-all; Actions to apply goal-oriented measures for integration and participation of all groups. 4) Technical assistance and training resulted in immediate and sustainable enhancements of national competence and expertise in specific areas in target countries.

Subprogramme 4. Sustainable development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) The development of an enhanced comprehensive framework to better integrate the economic, social and environmental aspects of sustainable development and to assess progress in the implementation of Agenda 21 at the international and national levels, including at the level of major groups; b) Increased collaborative arrangements and consultative processes in the United Nations system aimed at achieving synergies, filling gaps and avoiding duplication; c) Increased level of interest, involvement and contributions of non-governmental organizations, the private sector and other major groups in the implementation of Agenda 21; d) Enhancement of national, local and sectoral sustainable development plans and strategies, and of arrangements for the collection, analysis and dissemination of information on good practices and lessons learned in implementing sustainable development policies and strategies.	a) Progress in achieving targets and goals set out in Agenda 21 and in the decisions of the Commission on Sustainable Development. b) Organization of collaborative arrangements and partnerships in the area of sustainable development involving organizations of the UN system and other stakeholders. c) Feedback from Governments.	a) Assisted developing countries in capacity building in the areas of energy, water and natural resources as well as in sustainable development strategies. b) Provided a forum for regional stakeholder dialogues to review implementation of Agenda 21 at the regional level and agree on priorities for future action to be presented to the World Summit on Sustainable Development. c) Contributed to the enhanced in the intergovernmental negotiation processes and public awareness on energy and transport for sustainable development for all the regions of the world, particularly on energy efficiency and uses of renewable energy as well as sustainable mobility in the transport sector. d) Provided a forum for policy discussion and information exchange for small island developing states through the SIDsNET. Areas needing improvement: To further increase the synergy and integration between the normative and operational technical cooperation work carried out by the Division.

Legislative review	The subprogramme is reviewed on a continuous basis by the Commission on Sustainable Development. The last such review was undertaken by the ninth session of the Commission on Sustainable Development held in New York, from 16 to 27 April 2001 (Doc. No. E/CN.17/2001/19; E/2001/29). In addition, the subprogramme was also reviewed by the Committee for Programme and Coordination at its forty-first session, 11 June to 6 July 2001 in New York.

Subprogramme 5. Statistics

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Improvement in the availability, usefulness and accessibility of international economic and social data to policy makers, both international and national, and rationalization and harmonization of development indicators;	- Consideration by the Statistical Commission of new and critical issues in statistics;	a) Improved the expertise of national statistical offices, strengthened sub-regional networks, through workshops and seminars by providing fellowships and technical assistance visits and by creating a Handbook

Expected accomplishments	Indicators of achievement	Accomplishments realized
b) enhancement of the ability to conduct international comparisons as measures of economic and social progress, and further improvement in the development of methods and procedures for the measurement of economic and social phenomena; c) improved capacity of national statistical offices to perform more effectively their functions of describing the economic and social conditions of their countries; d) enhancement of countries participation in the global statistical system; e) improvement of the quantity and quality of statistical data submitted to international organizations and agencies; f) effective response to new and critical issues in the field of statistics; and g) reduction of duplication and overlapping of activities among international organizations and agencies in the field of statistics and increased cooperation among international organizations on the questions of standards, classifications, definitions, concrete national data sets, data collection and data-processing.	- Collaborative activities carried out with national statistical offices and regional and international organizations; - Feedback from national statistical offices and/or Governments on the contribution of advisory missions to improving their ability to produce, analyze and disseminate statistical data and on the usefulness of UN statistical publications. - Feedback from participants at workshops and expert group meetings.	on Operation and Organization of a Statistical Agency; b) Improved methods and procedures for the measurement of economic and social phenomena by publishing handbooks, manuals and standards; c) Strengthened the global statistical system by working with member countries to make the UN Statistical Commission more efficient and more relevant to national policy makers as well as ECOSOC and through the creation of a website on good practices of governance regarding statistical offices; d) Improved the rationalization and harmonization of development indicators by supporting the work of the Statistical Commission and created a website on millennium indicators; e) Made operational the on-line database of United Nations statistical indicators.
Legislative review	The proposed programme budget and the medium term plan were reviewed by the Statistical Commission.	

Subprogramme 6. Population

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Adequate monitoring of progress towards the achievement of the goals and objectives set out in the Programme of Action of the International Conference on Population and Development (ICPD) as well as effective analyses and investigation of new policy issues and global trends in the field of population and development; b) Increased access to and use of accurate and timely information and analyses of population trends and policies; and c) Increased and effective inter-agency collaboration and coordination in the area of population.	a) Use by Member States of various population information to monitor the implementation of the ICPD Programme of Action and for a better understanding of population issues. b) Use of Population Division's published material, data and analyses in substantive deliberations in the GA, ECOSOC and the Commission on Population and Development (CPD). c) Increased exchange of national experiences in the CPD and other intergovernmental fora. d) UN system-wide use of Population Division's outputs for normative, analytical and operational purposes.	a) Collected data and conducted research to support the of ICPD Plan of Action. Prepared reports on international migration and development; population, gender and development; population, environment and development; world population prospects; world urbanization prospects; world contraceptive use; HIV/AIDS policies and population impact; and, replacement migration. These contributed to enhanced deliberations on population issues in UN intergovernmental fora, improved population policy formulation at the national and intergovernmental level. b) Enhanced dissemination of information through improved development of Population Division and POPIN web sites and issuance of more publications and executive summaries; and improved the timely dissemination of the information and data to Governments, inter-governmental organizations, NGOs and civil society, as reflected by enhanced discussions in intergovernmental and other fora, national policy documents and improved media coverage. c) Improved inter-agency coordination in the area of population and sectoral estimates and projections through the organization of the ACC Subcommittee on Demographic Estimates and Projections. Areas needing improvement: To make the findings in the areas of population and gender and in population and the environment available to relevant intergovernmental bodies (recommended by the 33rd session and 34th sessions of the Commission on Population and Development, and by the Committee for Programme and Coordination at its 41st session).

Legislative review	The Population Division's work programme was reviewed by the 33rd session and 34th sessions of the CPD, and by the Committee for Programme and Coordination (CPC) at its 41st session. IT was well received by the CPD, which particularly recommended that the Division make its findings in the areas of population and gender and in population and the environment available to relevant intergovernmental bodies. The CPC commended the Division for the high quality of its reports while also making recommendations for further improvement. The Population Division is implementing the recommendations of the Committee.

Subprogramme 7. Global development trends, issues and policies

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) An increase in the quantity and quality of discussions with and among Governments, particularly in the General Assembly and the Economic and Social Council, on international economic developments and issues; b) an improved dialogue on global economic and social policy issues in	a) Feedback from Member States on impact of the subprogramme's outputs on the intergovernmental discussions and on better understanding of the issues. b) Increased exchange of national experiences	a) Contributed to the renewed attention to economic issues in UN intergovernmental deliberations, notably through substantive backstopping provided to the Financing for Development (FfD) process. b) Contributed to improved coherence in multilateral policy-making on economic and financial issues, both through the FfD process and through the support provided to interactions with the Bretton Woods organizations, particularly the joint meetings with the ECOSOC. c) Launched a technical cooperation programme to create a network that would support economic policy-makers in Africa; and prepared, at the request of the General Assembly, a

Expected accomplishments	Indicators of achievement	Accomplishments realized
the Assembly and the Council, the identification of policy measures that should be adopted at the national and international levels to address such challenges and enhanced cooperation with the Bretton Woods institutions and other financial institutions; and c) identification of new international development goals.	resulting from debates in the GA and the ECOSOC. c) Increase in the number of consultations at all levels, among the General Assembly, the Economic and Social Council and the Bretton Woods institutions;	draft international development strategy that integrated the key outcomes of the international conferences of the 1990s. d) Improved, in collaboration with DPI, the dissemination of the subprogramme's outputs to civil society, as reflected in improved media coverage. Areas needing improvement: (a) To give greater attention to long-term trends in economic and social development, including their linkages and interactions with political issues and Policies. (b) To improve substantive cooperation and collaboration with other stakeholders UN system-wide and in civil society. (c) To improve the quality and user-friendliness of the subprogramme's outputs, in order to enhance their contribution to intergovernmental discussions in the UN and to the development policies elsewhere. (d) To further improve dissemination of the subprogramme's outputs.

Subprogramme 8. Public administration, finance and development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Improved intergovernmental dialogue through the adoption of common global approaches and qualitative and timely reports and documentation; b) facilitation of consensus-building, decision-making and policy direction in the field of special public policies and development, at the national and international levels; c) increased utilization and linkages of the specialized Web sites and databases of the Division; d) effectiveness of advisory services, training and technical cooperation projects carried out by the subprogramme in the areas of public policy, public administration and public finance, which will be assessed in the light of improved government capacities; and e) improved interface and coordination between the intergovernmental policy deliberations and operational activities of the United Nations system and increased cooperation with intergovernmental organizations and non-governmental	a) Adoption of common global approaches and qualitative and timely submission of outputs; b) participation of developed and developing country officials and experts in the meetings of policy-making bodies on public administration and on tax matters and in global and regional conferences and meetings including at the ministerial level; c) increased number of websites linked to the UNPAN and increased number of "hits" on the UNPAN website; d) number of technical cooperation recipient countries indicating success of technical assistance received and number of countries requesting "repeat" assistance; e) content of IGO deliberations and documentation reflecting the interface and participation in	a) Contributed to renewed attention being given to issues of institutional development and public management improvement in relation to economic and social development. This was particularly relevant during discussion of the 5-year report on the implementation of the General Assembly Resolution 50/225 on Public Administration and Development. The ECOSOC revitalized the Meeting of Experts on the UN Programme on Public Administration by creating the Committee on Public Administration; b) Specific activities carried out under the Programme facilitated the consensus of policy makers at the African regional level, which led to the adoption of the African Charter of Public Service. National strategies were also promoted through policy dialogues in the area of ethics; c) Through the development of the United Nations Public Administration Network, (UNPAN), institutional public administrators worldwide were able to exchange information and experiences through direct linkage. To date, more than 1000 websites are linked to the UNPAN website which is visited more than 3,000 times a month; d) The Member States expressed satisfaction for advisory services carried out by the subprogramme as well as for its technical cooperation projects that facilitated the implementation of public sector reforms. Coordination of the activities of the Secretariat and of UNDP improved markedly as a result of a cooperation agreement. At the same time, international organizations, such as the OECD or NGOs such as the International Institute for Administrative Sciences (IIAS) strengthened their interface with the Secretariat by organizing joint programmes, seminars and by issuing joint publications.

Expected accomplishments	Indicators of achievement	Accomplishments realized
organizations active in the field of public administration, public finance and development so as to reduce duplication and overlap of activities.	IGO and NGO deliberations relating to public administration public finance and development.	Areas needing improvement: (a) To engage more deeply the ECOSOC and the GA in the discussion of public administration themes. (b) To further promote common approaches among Member States, particularly in the area of Public Administration and Civil Service training. (c) To make the UNPAN more interactive and to improve connectivity to national authorities of developing countries. (d) To further develop the capacity to provide on-line training for public officials. (e) Improve the coordination with the World Bank in this field.
Legislative review	The activities of this subprogramme were reviewed by ECOSOC and the GA a positive resolution on the subprogramme was adopted.	

Section 10. Africa: New Agenda for Development

Actual programme performance in relation to programme budget commitments for 2000-2001 (quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Africa: New Agenda for Development										
1 Mobilization of international support and global coordination	39	1	15	7	50	8	4	0	93	94
2 Monitoring, assessment, facilitation and follow-up of the implementation of action programmes for African development	19	1	2	11	19	4	0	10	55	70
3 Campaign for global awareness of the critical economic situation in Africa	18	0	0	0	14	1	1	2	83	83
Total:	76	2	17	18	83	13	5	12	82	85

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized (all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Africa: New Agenda for Development										
1 *Mobilization of international support and global coordination*	118.5	29	2	2	147.5	4	120.5	31	151.5	97
2 *Monitoring, assessment, facilitation and follow-up of the implementation of action programmes for African development*	46	49.5	52	0	95.5	52	98	49.5	147.5	93
3 *Campaign for global awareness of the critical economic situation in Africa*	67	52	0	0	119	0	67	52	119	100
Total:	231.5	130.5	54	2	362	56	285.5	132.5	418	96

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 10. Africa: New Agenda for Development -qualitative assessment of programme performance

Subprogramme 1. Mobilization of international support and global coordination.

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased consensus within the international community on priority actions to support the development of Africa and the Least Developed Countries and expansion of the areas of South-South cooperation and of Asia-Africa cooperation.	Quality of reports as determined by member states. Quality from the intergovernmental process. Level of interest in the follow-up of catalytic activities.	Information reports to GA, ECOSOC and CPC as well as inputs prepared for GA Special Session for Social Development and the LDC III Conference and servicing of the GA Open-Ended Ad Hoc Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa. OSCAL succeeded in keeping a number of seminal issues on the Agenda for African Development. The GA Working Group, serviced by OSCAL, addressed issues of displaced persons and refugees and conflict prevention. In general, all the reports prepared were well received as reflected in the various statements and in the deliberations. Catalytic activities were appreciated and have led to follow-up actions by the relevant agencies, such as microcredit by UNDP and UNIFEM and diversification by UNCTAD. OSCAL supported South-South Cooperation activities including the Africa-Asia Business Forum, a panel of experts meeting between Asian and African countries on the application of Science and Technology for development. Prepared a directory of institutions involved in issues relating to desertification. Also assisted the government of South Korea in the design and implementation of training programmes for export promotion for African policy makers. Finally, in preparation for the Third United Nations Conference on the Least Developed Countries, OSCAL cooperated with UNCTAD to prepare three concrete inputs: a paper on the Contribution of the Major United Nations Conferences to the Implementation of the Programme of Action for the Least Developed Countries and their Implications for the Third United Nations Conference on the LDCs; a report on Energy for the Sustainable Development of the Least Developed Countries; and Report of an Expert Group Meeting on Science and Technology for the Development of LDCs. A major achievement is the inclusion of a separate section on Africa in the Millennium Declaration. This has led to a number of initiatives at the regional and national levels. OSCAL's pioneering work on African NGO's has made possible their involvement in the global processes. During the period under review, OSCAL sponsored a workshop of African NGOs in preparation for the Beijing + 5, and ensured that African NGOS participated in the preparatory activities leading to the Financing for Development Conference. Areas needing improvement: More active follow-up on activities relating to LDC and South-South Cooperation. Over the biennium there were a large number of activities and insufficient resources to ensure sustained follow-up.
Legislative review	The programme was reviewed by the Committee for Programme and Coordination (CPC) in 2001. It expressed general satisfaction with the subprogramme and requested that the various reports to be prepared for the final review and appraisal of UN-NADAF should place emphasis on identifying successes and failures, deriving lessons and making concrete proposals for successor arrangements to UN-NADAF. The General Assembly will review the programme in the context of the final review of UN-NADAF by the General Assembly at its 57th Session.	

Subprogramme 2. Monitoring, assessment and follow-up of the implementation of action programmes for African development

<table>
<tr><th>Expected accomplishments</th><th>Indicators of achievement</th><th>Accomplishments realized</th></tr>
<tr><td>An enhanced process of consultation among development partners with a view to attaining synergistic development outcomes under the various priority clusters of the Special Initiative.
An established UN partnership in support of sector-wide programmes, including on education and health. Enhanced skills of newly elected officials in development management and economic governance.
Sustained focus on adapting Africa's regional integration agenda to the challenges posed by globalization.
Enhanced partnership between UN agencies and between them and donor agencies in advocacy for Africa.</td><td>Workshops and interagency actions under the SIA umbrella for technical and operational consultations education and health.
Requests for technical and advisory services for rehabilitation and strengthening of economic policy-making capacity by post-conflict countries.
Attendance of officials from post-conflict countries at ECA national training workshops on economic policy analysis and good governance.
Existence of Africa-focused enhanced partnerships and collaborative mechanisms.</td><td>Organized an interagency forum for critical examination of key issues pertaining to the brain drain phenomenon in Africa and its impact on capacity building. The outcome constitutes an endogenous outlook on the problem of the development of Africa, including the contributions of Africans in the Diaspora. Organized an interagency expert group meeting on "AIDS - The Greatest Leadership Challenge". The recommendations contributed to examining the challenges posed by the HIV/AIDS epidemic to leadership in education. Based on interagency cooperation, a high level seminar was organized on "External Trade Promotion and Monitoring Tools in Central Africa" for key players in the private sector, policy makers and regional economic communities to devise measures for enhancing the effectiveness of trade development and diversification efforts of both the business sector and trade support institutions. The meeting adopted an action plan to ease the flow of goods and services within the subregion and between it and the outside world. Participants expressed genuine interest in the general application of trade development and monitoring tools developed by WTO, ITC and UNCTAD.
The subprogramme organized jointly with the ECA's Economic and Social Policy Division (ESPD), a high-level workshop on "The Economics of Conflicts in Africa". The workshop forged consensus, developed a strategy, and devised steps towards a programme of post-conflicts economic rehabilitation and social integration in response to rising peace prospects on the continent. Contributed substantively to a number of meetings at country, subregional and regional levels on special initiative activities and collaborated with African subregional and regional institutions/organizations as well as with relevant UN agencies. The sub-programme also prepared briefs on ECA's major programmes and initiatives presented to member States and discussed during meetings of SRDC's inter-governmental committee of experts for consultation and advocacy purposes.

Areas needing improvement: The sub-programme could greatly benefit from enhanced operation-oriented outputs in order to effectively promote, in collaboration with other UN agencies, greater awareness and understanding of African development issues so as to galvanise efforts for implementation of priority areas of ECA-led action programmes. Also, the merger of UN-NADF/SIA is yet to be translated into concrete mutually supportive activities.</td></tr>
<tr><td>Legislative review</td><td colspan="2">The Committee Programme and Coordination (CPC) has undertaken, following the conduct of the Mid-term-review of UN-NADAF in September 1996, the legislative review of the Programme, on a yearly basis. The revised Medium-term Plan for the period 1998-2001 was considered by the Thirty-ninth session of CPC, which made recommendations aimed at laying more emphasis on operational activities under the Programme. The Committee also suggested that the role of ECA in the implementation of Sub-programme 2 be broaden to include the facilitation aspect of implementation. Performance reviews also took place within the yearly meeting of the ACC Steering Committee on UNSIA, an initiative meant to become the operational arm of UN-NADAF. The 5th meeting of the Committee was held on 12 June 2001 to consider the report of the independent evaluation of UNSIA and the subsequent comments of the SG. Given the many doubts expressed on the adequacy of the length, scope/country-coverage and consistency of the evaluation, the Committee requested that a more detailed examination be conducted of UNSIA, in the context of the final evaluation of UN-NADAF, and be submitted to it for consideration at its forty-second session.</td></tr>
</table>

Subprogramme 3. Campaign for global awareness of the critical economic situation in Africa

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased awareness in Africa and the international community of the nature of the critical economic and social situation in Africa and of the African and international efforts required for recovery and development, as well as the major international and national initiatives and events that contribute to Africa's economic progress; and highlighting of progress in the implementation of the New Agenda and the Special Initiative and in the promotion and strengthening of subregional and regional cooperation and integration through appropriate programmes, especially those approved by the GA in its resolution 51/32 on the mid-term review of the implementation of the New Agenda.	Use of Africa Recovery's materials, particularly analysis of issues and impact on Africa, by African Ministers of finance and economic development, and other policy makers.	Delivered in print and posted to the internet all scheduled issues of Africa Recovery, in French and English. Reached significant new audiences by arranging to have selected Africa Recovery materials reprinted in leading African daily newspapers. Accessed by additional special interest audiences in the region through extensive electronic re-dissemination to regional and sub-regional internet-based networks in Africa. Feedback from UN system colleagues attending UN and other technical and financial meetings indicated that African ministers of finance and economic development frequently used Africa Recovery's analysis of economic issues, including in presentations of cases to the Bretton Woods institutions and the WTO. Extended the audience of the print distribution by targeting new recipients and received increased number of requests for back issues (many through the website). The re-design of Africa Recovery's web site, launched early in 2001, provides additional capacity to reach a specialized news-oriented audience.
Legislative review	The programme was again reviewed in 2001 by the Committee for Programme and Co-ordination (CPC) which expressed satisfaction with the overall approach and requested that it be expanded into other media, such as radio. The New Agenda will be reviewed by the UN General Assembly in September 2002. It is expected that lessons learned from the implementation of the New Agenda will be applied to any replacement programme adopted by the Assembly to support the New Partnership for Africa's Development, formulated by the new Africa Union.	

Section 11A. Trade and development

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Trade and development										
1 Globalization and development	213	4	1	11	188	4	8	29	83	84
2 Investment, enterprise development and technology	284	15	1	4	228	3	13	60	76	76
3 International trade in goods and services and commodities	335	1	4	21	324	3	7	27	90	91
4 Services infrastructure for development and trade efficiency	123	3	2	6	98	2	10	24	73	75
5 Least developed, landlocked and island developing countries	153	24	1	2	148	12	4	16	89	89
Total:	1108	47	9	44	988	24	42	156	83	84

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Trade and development										
1 Globalization and development	*399.8*	*27*	*95.5*	*69.25*	*426.8*	*164.75*	*495.3*	*96.25*	*591.55*	*67*
2 Investment, enterprise development and technology	*751*	*19.5*	*186.5*	*47*	*770.5*	*233.5*	*937.5*	*66.5*	*1004*	*69*
3 International trade in goods and services and commodities	*1159.5*	*32*	*148.5*	*173.5*	*1191.5*	*322*	*1308*	*205.5*	*1513.5*	*61*
4 Services infrastructure for development and trade efficiency	*458.25*	*0*	*384.7*	*157.05*	*458.25*	*541.75*	*842.95*	*157.05*	*1000*	*43*
5 Least developed, landlocked and island developing countries	*377.75*	*56*	*117.5*	*276.5*	*433.75*	*394*	*495.25*	*332.5*	*827.75*	*87*
Total:	*3146.3*	*134.5*	*932.7*	*723.3*	*3280.8*	*1656*	*4079*	*857.8*	*4936.8*	*64*

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 11A. Trade and development - qualitative assessment of programme performance[3]

Subprogramme 1A. Globalization, interdependence and development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Foster understanding of the implications of global interdependence for development strategies and macroeconomic policies and their effective adjustment to change. b) Facilitate the identification and adoption of durable solutions to the debt problems of developing countries (DCs). c) Increase understanding of problems and constraints faced by DCs in sustainable development. d) Foster institutional capacity building and the performance of Palestinian economy in trade, investment and related services.	a) Contribution to intergovernmental debate; global macroeconomic and financial policies. b) Feedback on UNCTAD proposals for international focus on resolving debt problems of DCs. c) Number of relevant technical and financial support projects implemented. d) Incidence of technical assistance provided to the Palestinian Authority.	a) Discussion on global interdependence, macroeconomic and development policies was facilitated both at GA and TDB. The *Trade and Development Report* (TDR) reviewed the global and regional interaction of trade, investment and financial flows; examined the crisis and recovery in East Asia, and made policy recommendations on the "Reform of the International Financial Architecture". Other analytical contributions concerned the involvement of the private sector in the prevention and resolution of financial crises, policy coherence, complementarities and coordination on economic, financial, trade, technology and development issues. b) Discussions were fostered on standstills on debt payments as part of orderly debt workouts, strict limits on crisis lending by the IMF, and bankruptcy procedure for foreign debtors. The TDR was cited in the international press (about 200 articles annually) and broadcast media. A technical support was provided to the Intergovernmental G-24 in its member Government's discussions and negotiations with IMF and WB. c) About 70 governments of developing countries and economies in transition were assisted with the Debt Management and Financial Analysis System (DMFAS), which managed more than 30 % of their guaranteed long-term debt. Technical advice was also provided for the Paris Club debt negotiations. d) Technical assistance was provided to the Palestinian Authority, in the areas of investment and trade, aimed at enhancing improvements in institutional and policy development capacities. A CD-ROM version of UNCTAD Handbook on Statistics and the Monthly Commodity Price Bulletin were issued, and the Research-Links Initiative launched to disseminate research outcomes more widely to research institutions in developing countries.
Legislative review	Reviewed by the TDB and comments and official statements by MS at annual sessions were reflected in respective reports (see TD/B/47/11 and TC/B/48/L.2; and GA resolution A/RES/55/184).	

Subprogramme 1B. Development of Africa

Expected accomplishments	Indicators of achievement	Accomplishments realized
Foster understanding of problems and constraints faced by African countries in their economic recovery and sustainable development efforts.	Number of policy recommendations and international measures adopted by TDB, ECOSOC and GA to assist Africa attain economic recovery and growth.	A study on *Capital flows and growth in Africa* (UNCTAD/GDS/MDPB/7) was produced. The study analyzed the resource requirements of African countries to enable them meet the growth targets envisaged by the UN New Agenda for the Development of Africa. In response to GA resolution 55/182, the Secretariat prepared a study on "Economic development in Africa: performance, prospects and policy issues'. In its agreed conclusions, the TDB concurred with many of the policy recommendations (see decisions 460 (XLVII) or 468 (XLVIII)).
Legislative review	TDB at its 47th and 48th sessions commended the studies as important inputs to the preparatory process of the United Nations Conference on Financing for Development and to the final review and appraisal of the implementation of the UN-NADAF (see 468 (XLVIII)).	

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[3] The expected accomplishments were re-formulated during the biennium in line with the revised work programme as directed by UNCTAD X. These revisions were noted by the General Assembly in its decision 55/438 of 20 December 2000.

Subprogramme 2. Investment, enterprise and technology

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhance knowledge of issues related to international investment, enterprise internationalization and technology transfer. b) Strengthen ability of DCs to attract and benefit from FDI, and to promote enterprise development and technology transfer. c) Enhance the entrepreneurial capacity of countries.	a) Feedback on usefulness of policy analyses provided for intergovernmental deliberations. b) Timeliness and relevance of the outputs as measured by readership and other surveys. c) Effectiveness and impact of technical assistance and training.	a) *World Investment Report* contributed to discussions at GA and UNCTAD intergovernmental bodies. Some 600 articles in about 70 countries covered the *Report* annually, about 600,000 hits on its Website and almost 30,000 summary downloads in two weeks after the release. Publications *FDI in LDCs at a glance* was downloaded 38,000 times and *FDI in Africa* - 14,000 times. A joint project with International Chamber of Commerce, *Investment guides and capacity building in LDCs*, was positively evaluated by an independent expert panel. *Investment Policy Reviews* contributed to the policy-making capacity of Member States. b) *Issues in International Investment Agreements* series served as a standard working tool for negotiators and technical assistance (benefited 109 negotiators from 49 countries and resulting in 73 bilateral investment treaties). The Declaration of the 4th Session of the WTO Ministerial Conference used it as reference. The Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting contributed to policy recommendations at the European Union on environmental cost and liabilities, and about 400 practitioners and 25 trainers received training on environmental accounting. The International Chamber of Commerce found guidelines for national requirements on the qualification of professional accountants useful. c) EMPRETEC and Mediterranean 2000 trained about 35,000 entrepreneurs and, contributed to women entrepreneurship. About 600 stakeholders were involved in various UNCTAD activities related to the development of women entrepreneurs.
Legislative review	The Commission on Investment, Technology and Related Financial Issues at its 5th session endorsed most of the policy recommendations.	

Subprogramme 3. International trade

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitate the integration of developing countries and economies in transition into the international trading system. b) Increase contribution of the commodity sector to sustainable development and economic diversification. c) Enhance capacity for creating a more competitive environment for trade and development at the national and international levels. d) Strengthen ability to develop mutually supportive	a) Feedback on UNCTAD analytical work and assistance in this area. b) Feed back from Member States and the private-sector operators, obtained in the field and through readership and other surveys, on commodity issues. c) Views of Member States on UNCTAD contributions to the awareness of competition issues and its assistance in taking appropriate actions. d) Feedback from Member States and the private sector	a) Advisory services and over 100 seminars on DC's preparation for multilateral trade negotiations, which enhanced their participation in 4th WTO Ministerial Conference. High demand for publications *Positive agenda and future trade negotiations* and *Trade agreements, petroleum and energy policies*. 20 countries were assisted in acceding to WTO. Technical assistance provided in trade preferences, regional trade agreements and services trade. Study on *Duty and quota-free market access for least developing countries: an analysis of quad initiatives* was widely quoted in the international press. TRAINS database used for trade negotiation forums and by academia and trade practitioners and positively assessed by experts. b) The new annual *World Commodity Survey* covered over 80 commodity markets and was quoted in professional journals and recommended for "business schools, large public and other libraries". Work on structured commodity financing, warehouse receipt finance and emerging commodity exchanges led 4 developing countries to review their respective policies. Some Member States revised taxation policies and currency repatriation rules, and the operating modalities of agencies supervising commodity exchange. c) The 4th UN Conference to Review All Aspects of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practice was organized, providing impetus to the multilateral debate on competition policy. Technical assistance provided to many

Expected accomplishments	Indicators of achievement	Accomplishments realized
trade, environment and development policies at national and multilateral levels.	on UNCTAD contribution and assistance.	developing countries in drafting or revising competition legislation. d) Results of intergovernmental Expert Meeting on Traditional Knowledge and UNCTAD workshops used by Member States in the WTO TRIPS Council and the Committee on Trade and Environment. Traditional knowledge included for the first time in WTO 4th Ministerial Conference work programme. BIOTRADE integrated into national and regional strategies of Andean countries.
Legislative review	GA resolution 55/182 welcomed assistance provided on the positive agenda and took note of UNCTAD's work in the field of competition law and policy. At the 4th UN Review Conference, many delegates gave their commitment to UNCTAD's work on competition issues. An Expert Group Meeting at ESCAP "unanimously praised the usefulness and uniqueness of the TRAINS data". The Commission on Trade in Goods and Services, and Commodities at its 5th session commended the analytical work undertaken by UNCTAD on various trade issues and stressed the usefulness of the work of the Expert Meetings convened under the Commission (see TD/B/48/6-TD/B/COM.1/40).	

Subprogramme 4. Services infrastructure for development, trade efficiency and human resources development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Develop an international training network, new training-for-trainer courses and distance learning strategy in the area of international trade. b) Consolidate the Trade Point programme and pursue its transfer to a suitable non-profit entity outside UNCTAD. c) Enhance the knowledge of decision-makers of the development issues in the areas of transport, trade-facilitation and logistics, and electronic commerce. d) Enhance capacity of DCs and economies in transition to generate efficient trade-supporting services and to benefit from the expansion of electronic commerce.	a) Modalities of cooperation agreed with training institutions, number of courses delivered, and results of the pilot tests of the new distance learning strategy. b) Increased number of operational Trade Points, the improved GTPNet; and transfer of parts of the programme. c) Feedback through readership surveys and evaluation results of seminars and workshops. d) Level of implementation and impact of technical cooperation projects.	a) Under the TRAINFORTRADE and TRAINMAR capacity building programmes, tools for networking, distance learning using new information technology and training-for-trainers were developed for all developing regions. Two African ports organized the Port Certificate programme and would create local diploma programmes. b) The number of operational Trade Points increased from 51 to 63, a new GTPNet was developed, the World Trade Point Federation was established; and ownership and the operation of the Electronic Trading Opportunity system was transferred to the Federation. c) Publication, *Building Confidence: Electronic Commerce and Development* had about 140,000 downloads. Participants' evaluation of seminars and workshops presented generally positive comments. d) About 2,000 persons trained on transport, trade facilitation and logistics issues. Institution building in trade facilitation was provided (e.g. for Nepal and Pakistan). The Advance Cargo Information System (ACIS) allowed railway companies (e.g. Tanzanian Railway Co.) to improve the equipment productivity and to provide accurate and timely information to cargo interest. The Automated System for Customs Data (ASYCUDA) is now operational in 75 countries and proposed by the World Bank and IMF for custom's reform; the use of telecommunications and both selectivity module and Direct Trader Input procedures shortened customs clearance times and helped customs prepare for e-commerce and e-administration.
Legislative review	The Commission on Enterprise, Business Facilitation and Development at its 5th session (TD/B/COM.3/37) requested UNCTAD to continue providing assistance to developing countries, in particular in electronic commerce and human resources development, which were new issues introduced at UNCTAD X.	

Subprogramme 5. Least-developed countries, landlocked developing countries and small island developing States

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitate preparations for and successful holding of the 3rd UN Conference on the Least Developed Countries (LDCs) b) Enrich the international knowledge of relevant issues through the annual LDC Report. c) Substantive support to the Committee for Development Policy (CDP) and ECOSOC regarding the triennial review of the list of LDCs. d) Effective contribution to the country-specific technical assistance programmes for LDCs under the Integrated Framework. e) Facilitate transit trade for landlocked developing countries through support to meetings, studies and technical assistance. f) Effective input into the implementation of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS).	a) Adoption by the Conference of a new decennial programme of action with concrete implementation commitments. b) Timely release of the LDC Report; reviews by Member States, the media and academia. c) Timely completion and submission of relevant inputs. d) Timely completion and quality of relevant inputs. e) The number of countries assisted and adopting measures to reduce transit time and costs, including the measures recommended under the Global Framework for Transit Transport Cooperation of 1995. f) The level of international recognition of the problems faced by SIDS.	a) The 3rd UN Conference on LDCs adopted the Brussels Declaration and Programme of Action. Substantive debate conducted in 12 interactive thematic sessions, 9 parallel events and an NGO Forum. As a result of an elaborate preparatory process and assistance, 46 out of 49 LDCs could present their national Programmes of Action. The Conference was widely covered by more than 450 journalists. b) The *Least Developed Countries Report 2000 was* well received and widely covered. LDCs were assisted in their preparation for the 4th WTO Ministerial Conference. Issuance of 2001 Report was delayed due to the priority work related to the 3rd Conference. c) Notes and studies produced in support of CDP and ECOSOC work, including vulnerability profiles of 3 countries, and the note on *The benefits associated with the LDC status and the question of graduation* (E/2001/CRP.5) was quoted in ECOSOC res. E/2001/L.49. d) 3 LDCs were assisted in the preparation of trade-related technical assistance programmes for Integrated Framework roundtables. e) Many countries now implementing measures adopted under the Global Framework for transit cooperation between landlocked and transit developing countries (e.g. Abidjan-Ougadougou railways, Malawi-Mozambique railways, Chile-Bolivia, Uganda-Tanzania and Caspian Pipeline Consortium). Trade facilitation measures adopted/assisted on: ECO Transit Transport Framework for Central Asia, ASEAN Framework Agreement on the Facilitation of Goods in Transit, Mongolia-China-Russia Transit Traffic Framework Agreement, and Northern Corridor Transit Agreement for Central Africa. f) Assistance for small island developing States was provided to 6 MS as well as to the Alliance of Small Island States, through the work of the Commonwealth-World Bank joint taskforce and CDP.
Legislative review	Issues of LDCs and landlocked DCs were taken up by the GA at 55th and 56th sessions. Assistance to landlocked developing countries was reviewed and appreciated (GA res. 55/282).	

Section 11B. International Trade Centre UNCTAD/WTO

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
International Trade Centre (UNCTAD/WTO)										
6 Institutional development and support services for trade promotion, export development and international purchasing and supply management	31	6	0	25	50	0	3	9	68	81
7 Market development and trade information	17	2	0	18	32	2	2	1	84	92
Total:	48	8	0	43	82	2	5	10	73	86

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q*
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
International Trade Centre (UNCTAD/WTO)										
6 *Institutional development and support services for trade promotion, export development and international purchasing and supply management*	247.2	3	175.3	304.5	250.2	479.8	422.5	307.5	730	16
7 *Market development and trade information*	319.05	0	174	240.2	319.05	414.2	493.05	240.2	733.25	20
Total:	566.25	3	349.3	544.7	569.25	894	915.55	547.7	1463.25	18

Q* - the percentage of workmonths devoted to quantifiable outputs

Section 11B. International Trade Centre UNCTAD/WTO – qualitative assessment of programme performance

Subprogramme 1. Institutional development and support services for trade promotion, export development and international purchasing and supply management

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Ensure sustainable institutional capacity developed to assist the business community on the multilateral trading system (MTS) and WTO Agreements.	a) Usefulness of the counseling services and training provided, as well as quality of the information disseminated.	a) Within the global reach of the World Trade Net (WTN), ITC strengthened capacities of business communities to respond effectively to negotiated changes in multilateral trading systems. This led to the development of about 40 active national networks. Under the Joint Integrated Trade Assistance Programme (JITAP) initiative, some 500 experts/trainers from local organizations were trained to organize local training and awareness-building programmes. A website "Communication and Discussion Facility" was created to enhance the sharing of documents and to facilitate dialogue between partner countries. National Inter-Institutional Committees on WTO were established in partner countries as a cornerstone of capacity building efforts.
b) Strengthen international competitiveness of enterprises, especially small and medium-sized enterprises to provide trade support services; and management capacity in international business.	b) Number of National networks that are functioning effectively.	b) ITC expanded the product-network approach, to ensure that full trade development services to export-oriented enterprises were available. Eight such products were developed and customized for the benefits of several countries in areas such as trade financing, legal aspects of foreign trade, quality management and standards and packaging, including tools used by industry associations to increase the competitive edge of their members. The Centre's new programme on South-South Trade Promotion through information sharing; capacity building and training; trade generation through support to the Africa-Asia Business Forums; and strategic programme design for specific economic regions, led to the creation of awareness of the business potential between developing and transition countries. Emphasis was placed on ITC becoming a reference centre for best practices in export strategy development. The annual Executive Forum on National Export Strategies emerged as ITC's main vehicle for this purpose. An e-discussion facility was successfully tested as a means of broadening the Executive Forum's reach, which covered 29 countries. The Executive Forum website was expanded and its utility as a "reference centre" increased. In response to requests, a Regional Executive Forum was held in Nairobi in conjunction with the first Africa Trade Week. Eight national teams representing the public, private and telecommunications sectors participated. Actions plans to develop new, or enhance existing, strategies were prepared by five national teams and an assessment of technical assistance needs to support these action plans was also initiated.
c) Enhance competitiveness of private-sector small and medium-sized enterprises in particular inputs required for export-oriented production; and enhance transparency and cost-effectiveness of procurement-related public-sector infrastructures and services.	c) Increase in the preparation of national export strategies.	c) Benchmarking of 29 trade support institutions was completed with recommendations on institution and programme strengthening. These analyses provided new guidelines on best practices, with emphasis on reaching out to the private sector. ITC entered into a systematic dialogue with businesses, trade support institutions and governments, which resulted in the preparation of an e-facilitated trade development strategy, designed to provide fully integrated solutions tailored to a country needs. The "inaugural" event took place during the Africa Trade Week under the format of a national "kick off" seminar. Purchasing and Supply Management Associations (PSMAs) were created and/or reinforced, and training materials, particularly the Modular Learning System, were disseminated.

Subprogramme 2. Market development and trade information

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitate the development of more effective marketing strategies and product adaptation in partner countries. b) Ensure increased capacity of trade support institutions to provide trade information to the business community and policy makers in developing countries and countries with economies in transition. c) Enhance international business development strategies and priority setting of both trade support institutions and selected enterprises.	a) Incidence of new export sectors developed and/or premium prices paid for promoted products. b) Level of recognition by professional associations and importers of products offering good export prospects. c) Increase in commercial flows and trends as result of better awareness and capacity in understanding changing markets. Level of customer satisfaction and request for trade information.	a) As a result of ITC's efforts in demand monitoring, detailed research and validation of solutions with suppliers, added value was obtained in traditional export sectors. Close monitoring of emerging products in global markets and field-level information dissemination and advice resulted in export development for organic food products. Several countries involved in this initiative confirmed their enhanced bargaining capacity when they participated in BIO FACH 2000 in Germany. The second "Meet in Africa" event for the leather sector led to numerous commercial alliances and substantial business results. Over a dozen Buyer-Sellers meetings fostered market diversification and promoted South-South trade. Two Business Sector Round Tables on opportunities for digital information and telecommunication industries for economies in transition were organized, covering over 25 countries. b) Within the frame of the methodologies and strategies developed by the programme for Capacity Building and Networking for Business Information Services (CAPNET/BIS), Trade Points benefited from ITC extension services and capacity building for collecting, analyzing and disseminating trade information. Several countries used ITC's Business Information Review (BIR) methodology to assess users' needs. Action plans for developing information services were subsequently formulated, focusing on establishing national information networks. c) Managers of business information services benefited from direct training, which promoted cooperation at subregional levels. Indexes to trade information sources on Internet were updated and used in the transfer of know-how (such as the guidebook on cyber marketing). Assistance for website design and management was provided to several countries and the developed pilot websites served as laboratory for future development. A special PROMOTEIT website was created to support national initiatives in about 30 countries to promote the export of IT services.
Legislative review	The Joint Advisory Group, which meets annually, commended the new ITC approaches (JITAP, National Export Strategy building, trade support networking, etc.) in capacity building in understanding the new multinational trading system and adapting to its requirements (Ref. JAG Report 2000 ITC/AG/34/188)	

Section 12. Environment

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned: Programmed	Planned: Carried over	Additions by: Legislation	Additions by: Secretariat	Implementation: Implemented	Implementation: Reformulated	Departures from programmed commitments: Postponed	Departures from programmed commitments: Terminated	Implementation rates*: Mandated	Implementation rates*: Total
Environment										
1 Environmental assessment and early warning	97	43	0	2	119	0	5	18	84	84
2 Policy development and law	97	2	1	2	97	0	2	3	95	95
3 Policy implementation	40	5	0	0	38	0	5	2	84	84
4 Technology, industry and economics	93	1	3	8	98	0	6	1	93	93
5 Regional cooperation and representation	4	0	0	0	4	0	0	0	100	100
6 Environmental conventions	35	0	0	1	36	0	0	0	100	100
7 Communications and public information	43	28	0	0	57	2	9	3	83	83
Total:	409	79	4	13	449	2	27	27	89	89

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular: Professional	Regular: Consultant	Extrabudgetary: Professional	Extrabudgetary: Consultant	Total: Regular	Total: Extra-budgetary	Total: Professional	Total: Consultant	Grand total	Q^{**}
Environment										
1 Environmental assessment and early warning	*64*	*0*	*653.5*	*75*	*64*	*728.5*	*717.5*	*75*	*792.5*	*73*
2 Policy development and law	*0*	*0*	*286.5*	*0*	*0*	*286.5*	*286.5*	*0*	*286.5*	*58*
3 Policy implementation	*26.5*	*0*	*264.1*	*73.5*	*26.5*	*337.6*	*290.6*	*73.5*	*364.1*	*33*
4 Technology, industry and economics	*172*	*17.5*	*571.5*	*40*	*189.5*	*611.5*	*743.5*	*57.5*	*801*	*61*
5 Regional cooperation and representation	*0*	*0*	*46*	*2*	*0*	*48*	*46*	*2*	*48*	*23*
6 Environmental conventions	*35.2*	*0*	*187*	*38.3*	*35.2*	*225.3*	*222.2*	*38.3*	*260.5*	*39*
7 Communications and public information	*44*	*12*	*201.5*	*14*	*56*	*215.5*	*245.5*	*26*	*271.5*	*99*
Total:	*341.7*	*29.5*	*2210.1*	*242.8*	*371.2*	*2452.9*	*2551.8*	*272.3*	*2824.1*	*61*

Q^{**} - the percentage of workmonths devoted to quantifiable outputs

Section 12. Environment - qualitative assessment of programme performance[f]

Subprogramme 1. Environmental assessment and early warning

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Improved policy-making and development of effective agendas to respond to environmental challenges through integrated global assessment and early warning information. b) Enhanced coordination of environmental assessment and early warning through international cooperative assessment framework. c) Increased capability to identify major emerging environmental problems, threats and emergencies and to prepare appropriate strategies and methodologies; provision of timely and effective information to support early warning processes. d) The creation of effective institutions within the UNEP framework for the development of strategies for capacity development, effective data and information transfer and better assessment of issues of regional and global significance in response to specific needs of national and subregional partner institutions. e) Effective dissemination and exchange of environmental data and information among countries to support decision-making in key environmental	a) Timely delivery and quality of global assessment products and evidence of them being used effectively. b) Level of coordinated and cooperative approach, in the production of environmental assessments. c) Quality of strategies and methodologies designed to assist countries in responding to emerging environmental problems, threats and emergencies. d) Number of effective institutions within the UNEP framework created to undertake environmental assessments. e) Number of countries and institutions implementing mechanisms to facilitate access to environmental data and information.	a) UNEP produced the Global Environmental Outlook (GEO) report, which was translated in all official languages. Other associated GEO outputs produced included: a CD-ROM, Regional Environment Outlook and technical reports, a training manual, teacher's guide, GEO for Youth, a prospectus, a newsletter, and a GEO-3 data portal website, as well as Sub-regional State of the Environment (SOE) reports. Responses to surveys from ministers, senior advisers and other users indicated that the GEO reports and processes were contributing to regional and national policy development, including the adoption of the GEO methodology for the production and improvement of state-of-environment reports by national governments and regional forums. b) The GEO network (of 35 Collaborating Centers) participated in the production of the next Global Environment Outlook report (GEO-3) following the integrated environmental assessment (IEA) framework. At the request of Governments, the GEO methodology was shared with countries and partners in the production of national assessments particularly in the Latin America and the Caribbean region. Cooperative frameworks comprising Africa sub-regional centers of excellence were established and others strengthened to assist with the production process for GEO-3 and the Africa Environment Outlook (AEO) report, as well as the sub-regional SOE reports for Southern and Western Africa. c) UNEP continued to support the *Regional Haze Action Plan* (RHAP) in ASEAN which implements: a) Monitoring of Fire and Haze Situation; b) Field Training Exercise for Prevention and Control of Land and Forest Fires and Haze; and c) Law Enforcement Programmes. UNEP implemented a Glacial Lake Outburst Flooding (GLOF) early warning system in the Hindu Kush Himalayas (Nepal and Bhutan) to monitor and predict GLOF hazards caused by the sudden discharge of large volumes of water and debris. The UNEP publication entitled 'Vulnerability Indices: Climate Change Impacts and Adaptation' reviewed existing and emerging concepts of vulnerability and adaptability in order to refine them into a dependable tool for policy makers to prioritise preventive actions. It involved the differentiation between three different aspects of vulnerability, namely, present criticality; adaptive capacity and climate change hazard. d) In producing GEO-3, UNEP enhanced the capacity of national and regional institutions to undertake environmental assessments through the provision of specialized technical training in areas such as analytical and evaluation methods, alternative policies, scenario development and modeling. In addition, UNEP provided institutional support to some GEO collaborating centers, including the training of staff dedicated to GEO work, as well as the provision of state-the-art computer equipment. The 'learning-by-doing' approach utilized in the production of GEO further helped to strengthen the environmental assessment capacity of participating institutions. e) UNEP developed an interactive environmental web portal, UNEP.net (www.unep.net), launched in February 2001, which delivers authoritative environmental information from a broad range of information and data providers committed to making their information freely available. In addition, UNEP maintained data catalogues at a number of its regional Global Resource

Expected accomplishments	Indicators of achievement	Accomplishments realized
and sustainable development areas.		Information Database (GRID) centers, which contain the environmental assets of institutions/agencies within the respective regions.

Subprogramme 2. Policy development and law

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Development and advocacy of policy responses to emerging and existing environmental issues, with the increased involvement of partners and major groups. b) Development, application and evaluation of legal, economic and policy instruments that facilitate the integration of environmental and development policies. c) Improved UN system-wide coordination in environmental policy aspects of sustainable development. d) Improved reporting of government priorities that are met through the use of UNEP funds. e) Effective fund-raising from previously untapped resources.	a) Incidence of policy responses to environmental issues developed in collaboration with partners. b) Number of policy instruments developed that integrate environmental and development considerations. c) Number of UN system-wide meetings held to deliberate on environmental issues. d) Feedback from governments on assistance provided. e) Level of funds raised.	a) UNEP developed a new water policy and strategy, which focused on assessment, management and coordination of existing efforts, policies and techniques. It initiated a project on Air Pollution in the Megacities of Asia, in partnership with the government of Korea. Assisted in the development of a legal framework for the prevention of transboundary haze pollution in collaboration with ASEAN, and supported the International Seminar on Environment Religions and Cultures, which was attended by over 150 participants. The seminar enhanced cooperation with UN and other multilateral partners on poverty-environment linkages. In response to GA resolution 53/242, the annual Global Ministerial Environment Forum (GMEF) was established, which provides opportunities for environment ministers to discuss, review and take action on important and emerging policy issues. b) UNEP's long-term strategic programme on environmental law was further developed through adoption of the Montevideo Programme III, approved by the Governing Council at its 21st session and consisting of 20 programme areas, ranging from implementation, compliance and enforcement to military activities and the environment. c) In response to GA resolution 53/242, the Environmental Management Group (EMG) was established for the purpose of enhancing inter-agency coordination in the field of environment and human settlements. The EMG met on several occasions and formed issue management groups, which focus on the harmonization of national reporting in terms of the bio-related conventions and environmental education and training. d) In the light of reporting to Member States on the use of funds and on the implementation of Governing Council decisions and the Programme of Work, UNEP prepared quarterly reports on the use of funds and on the implementation of GC decisions, and six-monthly reports on the implementation of the Programme of Work. e) Contributions were generated from about 70 non-traditional private sector donors (corporations, foundations, individuals), and 6 Agreements were signed with them.

Subprogramme 3. Policy implementation

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Improved environmental management capabilities and government capacity to address environmental policy implementation issues through provision of capacity-building services. b) Strengthen mechanisms and capacities for mobilizing, coordinating and implementing responses to environmental emergencies.	a) Number of Governments and major groups receiving services and training; b) Number of mechanisms and capacities strengthened.	a) UNEP provided advisory, clearing-house services and training to 100 governments, 200 civil society organizations, and 150 academic institutions, including schools. Non-legally binding Guidelines on compliance and enforcement of Multilateral Environmental Agreements (MEAs), which provide general guidance to countries in their efforts to improve on their compliance with and enforcement of environmental agreements, as well as to prevent and combat environmental violations, were developed and agreed upon by Governments. The first intergovernmental review of the Global Plan of Action (GPA) was held in Canada, with participation of ministers and senior officials from several countries, including NGOs, private sector, international financing institutions, civil society, and other relevant stakeholders. b) Through the Joint UNEP/ Office for the Coordination of Humanitarian Affairs (OCHA) Environment Unit, UNEP provided environmental emergency response to several countries in Europe and Asia, and also conducted post emergency assessments to contribute to the mitigation of disasters, as well as preparedness for future disasters as follows: Venezuela and Mozambique (mud slides, floods); Guinea (refugee impacts); Kenya (drought); and the former Yugoslav Republic of Macedonia, Romania, Hungary and the Federal Republic of Yugoslavia (chemical spills).

Subprogramme 4. Technology, industry and economics

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Operationalization of the interim secretariat for the Rotterdam Convention (jointly with FAO); the development and adoption of a legally binding international instrument to reduce and eliminate releases of persistent organic pollutants; and capacity enhancement of countries to take necessary action to manage chemicals safely. b) Improved understanding and knowledge of environmental issues related to industrial and urban development, trade and the economy, sustainable consumption patterns, increased use of natural resources and chemicals.	a) Operational status of the interim secretariat for the Rotterdam convention, and incidence of legally binding international instrument developed. b) Number of active Cleaner, Production, Consumption and APELL centers established; and incidence of business participation in Special Initiatives.	a) UNEP facilitated, in collaboration with FAO, the establishment of the interim secretariat for the Rotterdam Convention on the Prior Informed Consent (PIC) Procedure, and initiated negotiations for a global legally binding instrument on persistent organic pollutants (POPs), which led to the adoption of the POPs convention. b) UNEP facilitated the operation of five new Cleaner Production centers, bringing the total to 21. Held 6th High-level seminar on Cleaner Production and 4 regional Cleaner Production roundtables. Launched five new programme activities on Awareness and Preparedness for Emergencies at Local Level (APELL), as well as the "Life Cycle Initiative", in collaboration with the Society of Environmental Toxicology and Chemistry (SETAC). The Finance Initiatives were further developed, and the number of banks that signed the statement on the environment and sustainable development increased from 161 to 183, and the number of companies with the Insurance Industry Initiative increased from 81 to 90. The Tour Operators Initiative increased from 15 to 25 companies; and the Global Telecom Initiative was launched as a Global e-Sustainable Initiative (GeSI) with 12 signatories. Other initiatives were launched in collaboration with other UN agencies and NGOs. These included the Advertising and Communication Initiative; the Sustainable Agri-food Production and Consumption Forum; the Offshore Oil and Gas Environment Forum; and the Mineral resources forum. Furthermore, the agency facilitated the establishment of a Code of Conduct and held six cyanide code development steering committee meetings. Consultative Meetings/dialogue on trade and environment issues were held with stakeholders, to enhance the mutual supportiveness of environmental conventions and the WTO and a joint capacity building taskforce on trade and the environment was launched

Expected accomplishments	Indicators of achievement	Accomplishments realized
		with UNCTAD. A Rural Energy Enterprise Development initiative in Africa (AREED) was introduced and a joint project with the World Bank was launched to increase energy efficiency lending.

Subprogramme 5. Regional cooperation and representation

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhanced policy debate on major environmental issues among and within governments in the regions and in major environmental forums. b) Progress towards optimum implementation of global environmental policies, conventions and other binding agreements through the promotion and catalysis of subregional cooperation. c) Creation of new and deeper environmental awareness and information exchange at all levels on global environmental problems and their solutions in order to create an increasingly active constituency for action in the regions, including through establishment of new national committees and enhancement of the visibility of UNEP as the global environmental authority. d) Increased support for environmental action and increased resources, especially from the private sector, to be achieved by cooperating with global partners and the UN system and through fund-raising activities. e) Enhanced regional delivery and adequate incorporation of regional perspectives and priorities in the UNEP global programme through the promotion of regional policy integration, the coordination of programme planning and the servicing of regional offices.	a) Number of ministerial forums held. Level of support provided on the implementation of global environmental agreements. c) Increase in regional and sub-regional cooperation, and information exchange. d) Number of activities undertaken to build public environmental awareness. e) Level of support to regional groups in developing common positions at multilateral negotiations.	a) Five regions hosted sessions of their ministerial forums and UNEP either served as the secretariat, or was a key partner in the preparatory meetings. Regional preparations for the World Summit on Sustainable Development were undertaken, and sub-regional partnerships were developed to collaborate on activities under the GPA and the Global Initiative on Water Assessment (GIWA). b) Regions were supported in promoting environmental conventions, with focus on cleaner production. UNEP established a Regional Office for North America in Washington, and new liaison offices in Brussels and Moscow. c) Home pages were established or upgraded in all Regional Offices, including a cybercafé established in Europe and numerous publications were also issued. d) Conferences on the Environment and activities to raise awareness of parliamentarians about environmental issues, including outreach activities such as the Regional Youth Caucus for Asia and the Pacific, as well as environmental education and training activities, were held in all regions. e) UNEP provided support to African governments, the business sector and grassroots communities to enhance their participation in global multilateral negotiations.

Subprogramme 6. Environmental conventions

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Increased cost-effectiveness in implementing conventions at the global, regional and national levels through programmatic support and establishment of areas of synergy and complementarity; and improved coordination in the formulation of policy and the implementation of work programmes of 6 global and 10 regional conventions and action plans. b) Improved scientific knowledge bases for	a) Level of effective cooperation in implementing environmental conventions. b) Progress made in developing new international legal instruments and revising existing legal	a) Guidelines and format for streamlining of national reporting of biodiversity-related conventions were agreed upon to help countries establish efficient and effective national mechanisms for meeting their reporting requirements under the Conventions. b) UNEP supported the negotiations of new legally binding instruments such as the convention for the protection and sustainable development of the marine and coastal area of the Northeast Pacific, as well as the negotiation of a framework convention for the protection of the marine environment of the Caspian Sea. The agency assisted in the revision of the Protocol Concerning Protected Areas and Wild Fauna, and Flora to the Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region (Nairobi Convention).

Expected accomplishments	Indicators of achievement	Accomplishments realized
responding to issues related to biodiversity, climate change and variability by publishing reports and assessments on the issues and using them in the formulation and implementation of policy. c) Greater public awareness and appreciation of the objectives of the conventions and of the expected role of civil society for their achievement. d) Approval of at least 8 major GEF-funded projects in support of the decisions of the governing bodies of the conventions on biodiversity and climate change. e) Enhanced capability of Governments to meet their obligations under the conventions on biodiversity and climate change.	instruments in response to biodiversity and climate change issues. c) Level of awareness and appreciation of the objectives of conventions. d) Number of GEF funded projects in areas of biodiversity and climate change e) Number of countries able to meet their obligations.	c) Programmatic support to environmental conventions and Multilateral Environmental Agreements (MEAs) included: the holding of regional capacity-building workshops on biosafety; a study (with WIPO) on the role of intellectual property rights in benefit sharing in respect of biological resources and associated traditional knowledge; and the provision of strategic support to the work and action plans of several regional seas conventions, particularly in areas such as the Global Plan of Action (GPA), the International Coral Reef Initiative (ICRI) and integrated coastal area management (ICAM). d) UNEP obtained GEF funding for approximately twelve projects in areas of biodiversity and climate change. e) Pioneering work undertaken to develop a harmonized customs code system for MEAs. The 3rd Global Meeting of Regional Seas Conventions and Action Plans was held and focus was expanded to include chemicals-related Conventions. Other meetings were held with selected environmental conventions to discuss potential synergies and mutual support of trade and environment rules and institutions, which contributed to the solidification of the positions of MEAs in their presentations to the Committee on Trade and Environment of the WTO.

Subprogramme 7. Communications and public information

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhancement of the profile of UNEP and that of the UN in Kenya through the promotion of a new communication strategy. b) Internalization by UNEP staff of the importance of communication in achieving the objectives of their programmes and the overall biennial programme through selective training and general sensitization. c) Improvement of the corporate image of the organization through the coordinated and effective production, presentation and distribution of new information products. d) Strengthening of UNEP partnerships, with both media and other players, to enhance access to environmental information for strengthening awareness and action by policy makers and various civil society stakeholders.	a) Increased awareness in Kenya on the work of UNEP and the UN. b) Number of media events organised by UNEP's substantive programmes. c) Availability and quality of information products promoting UN's corporate image. d) Number of partnerships established.	a) UNEP improved its collaboration with the international and local media based in Nairobi by organizing press conferences and distributed media releases, features and press kits to Nairobi based media. In addition, all twenty-four UN agencies based in Nairobi combined forces to develop a multi-media communication strategy, using a prime-time television and radio soap opera called "Heart and Soul", to explore a broad range of social and development issues based around five key themes, namely: HIV/AIDS, Environment and natural disaster management, governance and human rights, poverty reduction and gender issues. b) Divisions within UNEP produced press releases and organized press conferences to promote their products and achievements. The agency as a whole organized over one hundred media interviews on various thematic and topical environmental issues. c) Other information material produced to further enhance corporate image, included the publication of a corporate profile and an annual report, as well as a website that provides a portal to UNEP's activities. d) In collaboration with its partners (TVE, BBC etc.), UNEP co-produced a number of documentaries and video-releases on emerging environmental issues.
Legislative review	The delivery of the biennial Programme of Work was provided to Member States for their review through: the preparation of quarterly reports on the implementation of the decisions of the Governing Council; six-monthly reports on the status of implementation of the UNEP programme of work; and an annual Evaluation Report.	

Section 13. Human settlements

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Human settlements										
1 Adequate shelter for all	22	7	0	101	123	4	3	0	90	96
2 Sustainable urban development	34	6	0	0	36	0	3	1	90	90
Total:	56	13	0	101	159	4	6	1	90	96

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Human settlements										
1 Adequate shelter for all	296.4	81.1	260.9	131.3	377.5	392.2	557.3	212.4	769.7	92
2 Sustainable urban development	196.85	0	297.25	43	196.85	340.25	494.1	43	537.1	92
Total:	493.25	81.1	558.15	174.3	574.35	732.45	1051.4	255.4	1306.8	92

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 13. Human settlements -qualitative assessment of programme performance

Subprogramme 1. Adequate shelter for all

Expected accomplishments	Indicators of achievement	Accomplishments realized
- Increased global awareness of the significance of security of tenure for the delivery of adequate shelter and the provision of infrastructure, to be achieved through collaborative activities with international networks of NGOs and the media. - Agreed global definitions of security of tenure, homelessness and adequate shelter; Increased political commitment by Governments at the national and local levels and their partners in civil society to use security of tenure as a basis for guiding public and private investments in the improved delivery of shelter, infrastructure and services for the urban poor. - Enhanced capacity of local authorities, partners and communities to formulate action plans for the improvement of shelter. - Enhanced understanding of global and regional housing conditions and trends, including rural-urban linkages. - Expanded database of best practices on access to land and the provision of shelter,	Publicity and awareness at all levels on the fundamental role of secure tenure and the objectives of the Global Campaign on Secure Tenure. Effective global facility for technical and financial assistance in implementing enabling policies, including provision of water and other basic services. Strengthened cooperation with relevant stakeholders regarding urbanization and poverty reduction. Policy review of urbanization trends with emphasis on urban-rural linkages and effective measures at the national and local levels on access to land and on the delivery of shelter, infrastructure and services. Catalogue of best practices in housing and building legislation at national and local levels; administrative guidelines for the local level, viable credit institutions including micro-credit and housing finance focused on women. Effective gender-sensitive housing indicators and	Enhanced public awareness through a strengthened information and communication strategy; a website with interactive facility including housing rights and evictions, and periodicals which being available on the website in several languages. A number of meetings to raise awareness regarding the Campaign. The Campaign established the political will and necessary partnerships in Asia, Africa and Europe. In Kosovo, HABITAT advanced gender equality in secure tenure and women's right to land, property and inheritance in intergovernmental forums and contributed to the establishment of Housing and Property Division, Housing and Property Claims Commission and Cadastre Agency. Activities of the Cities Alliance are expanding the upgrading projects to many cities in developing countries. Seven countries have signed MOUs with HABITAT on the development of water conservation and demand management strategies and plans as part of the Water for African Cities Programme, a public-private sector collaboration. Selected cities in these countries have developed implementation plans; and some cities have already developed draft water conservation and demand management strategy and plans and are in the process for adoption of these instruments by conducting stakeholder workshops and initiation of demonstration projects. Regional resource centres in Western and Eastern Africa are to be established to train professionals in the water sector. In partnership with a number of private sector organizations, work is progressing to develop appropriate technologies for the micro-enterprises to provide basic services and recycling. Work is progressing also in three African cities for the privatization of solid waste management. The World Organization of Building Officials (WOBO) identified common standards for building activities. National reports on the implementation of the Habitat Agenda and regional reviews under the Istanbul+5 process assessed the progress in the shelter sector. Housing rights composite index is being prepared. The study on access by the urban poor to housing credit reviewed relevant mechanisms. Cooperation with civil society organizations improved information collection on micro credit needs/facilities with focus on women. The publications "Cities in a Globalizing World: Global Report on Human Settlements 2001" and "State of the World Cities Report 2001" addressed the cardinal problems of tenure and realization of housing rights, urban shelter, housing finance and delivery and strategies to combat homelessness and the multitude of underlying issues. The Global Urban Observatory has coordinated the collection of key indicators in 242 cities worldwide in the context of the Istanbul +5 preparation. Eight regional institutions joined capacity building and data collection, analysis and disseminated activities through a network of local urban observatories. The global Urban Indicators database has been disseminated through various media. More than 1100 cases were documented in as best practices in shelter, land and infrastructure and a review is underway on

Expected accomplishments	Indicators of achievement	Accomplishments realized
infrastructure and services.	statistics; number of disseminated best practices on shelter, land and infrastructure. Reliable data collection on key areas of the Habitat Agenda.	best practices in urban water demand management and protection of water resources. Jointly with UNICEF, a source book on urban sanitation technologies is prepared. A web-based server for exchange of best practice information in the water sector is under development. International conference on "Learning from Best Practices: Urban Construction and the Environment for the 21st Century" reviewed in depth 6 cases of best practices in access to shelter, tenure and housing finance.

Subprogramme 2. Sustainable urban development

Expected accomplishments	Indicators of achievement	Accomplishments realized
- Enhanced awareness by policy makers and leaders at all levels of the role and importance of urban governance to sustainable social, economic and environmental development, to be achieved through collaborative activities with partners, such as international associations of local authorities. - Increased capacity for the exercise of good governance at the level of local authorities, including municipal finance, and urban planning processes that strategically integrate social, economic and environmental issues. - Enabling and motivating city residents, especially women and other socially excluded	Wider acceptance of the concept of cities as sustainable centres of economic activity, with positive impact on gender equality and social inclusion in line with global benchmarks. Effective local capacity-building in all regions. Application of benchmarked indices for participatory urban governance. Increased involvement of all stakeholders in the Global Campaign on Urban Governance. Number of countries that have: legislation encouraging local sustainable development policies and practical measures and city development and investment financing strategies. Number of local authorities managing urban environment in line with principles of sustainable development and with active partnership agreements on community level action. Increased city investment and productivity monitored through participatory budgeting and effective public-private partnership. Framework agreements on natural,	The fundamental principles of good urban governance were successfully promoted. The establishment of a network of cities that champion and practice inclusive urban governance has been initiated: a core group of 15 cities was identified and their experiences were documented and shared. At the specific requests from governments and broad-based stakeholder groups, national plans were completed and implementation is in progress in Nigeria and India.. National policy reform discussions are ongoing between the Campaign and five developing countries. Regional strategies are being developed jointly with ESCWA, ESCAP and ECLAC. A toolkit on Participatory Urban Governance was completed and tested in several regional and international meetings. Through the Urban Management Programme, support was provided to local capacity building programmes. Use of "Report cards" instrument in selected Urban Management Programme cities. Continued support to municipal networks in Asia, Africa, and Latin America and the Caribbean. Completed Local Leadership Training (LLT) of Trainers courses in 5 countries. All training materials have now available on the website. Three countries are in fully-fledged national urban environment replication programmes, which lead to policy and legislative changes, and 6 countries are preparing for national replication. Eight cities have initiated urban environment and basic urban service delivery improvement action plans in poor income settlements. Some 25 cities are applying the Environmental Management Information System (EMIS) as a participatory decision-making tool. Introductory Training Materials for the Urban Environmental Planning and Management (EPM) process has been published; over 50 cities are at different stages of EPM capacity building. More than 30 of them are beyond EPM Phase 2, where city environment strategies are prepared and developed in project proposals for funding. A number of cities have established mechanisms for pooling resources, and funding community demo initiatives on project merits and priority basis; with a strong interface between municipal departments, community organizations and support agencies. Sourcebooks ("Integrating Gender Responsiveness in EPM"; Volume 4 of the SCP-sourcebooks "Strategy and Action Planning"; "Building an Environment Management Information System - EMIS and Urban Air Quality Management"; and contributing to the Urban Governance Toolkit on "Participatory Urban Development Decision-Making") have been published.

Expected accomplishments	Indicators of achievement	Accomplishments realized
groups, to participate in city governance, to be achieved through collaborative activities with NGOs and community-based organizations (CBOs). - Enhanced capacity of national and local government authorities for policy formulation and for management of mitigation and rehabilitation programmes for natural and human-made disasters. - Improved capacity of policy makers and leaders at all levels to monitor social, economic and environmental trends and conditions in urban areas and to assess the impact of their policies, strategies and action plans in support of sustainable urban development.	environmental and industrial disasters in urban areas adopted and disseminated. Number of countries and cities implementing skills development programmes to decrease vulnerability to disasters and incorporating disaster mitigation and rehabilitation principles into urban development and management. Involvement of local coalitions in all stages of policy formulation and programme development. City strategies for crime prevention carried out by local partner coalitions. Number of local authorities that have facilitated, promoted and provided community policing or local system of justice. Number of partners and urban observatories in each region that are using indicators, best practices, indices and benchmarks; quality of information used to monitor progress in implementing national and local plans of action.	A regional South East Asia consultation on networking for flood prevention and vulnerability reduction was held and agreement on collaboration and networking been reached. Regional South Asia Network activities have commenced, including a web page, technical exchange, technical support, and a vulnerability index. Negotiations and preparatory work to establish regional networks of cooperation in Central Asia, Central America and Southern Africa are under way. A regional Agreement for flood prevention has been reached in South Asia. A draft skills development proposal for the national and local level has been completed and a programme development agreement reached in South Africa. A draft vulnerability assessment tool is being applied in 3 countries. Draft tools on resettlement technologies and practices have been prepared and are in use. A draft agreement with global association of local authorities for disaster reduction is complete. A draft methodology for cities assessements has been prepared. Work is ongoing in development of vulnerability assessment tools, programme formulation and skills development. Municipal management tools in post-conflict situations are completed. Two manuals on project formulation and evaluation on disaster management as well as on forest fires have been published. Victimization surveys have been completed in one city with local coalitions' involvement. This has spurred the creation and development of a municipal police force, which has also been implemented in two other cities. Local safety appraisals have also been carried out by the local safety coalitions and city strategy on crime prevention has been approved and implemented by the City Councils. Alternative forms of justice and the integration, and facilitation of traditional justice leaders in the local safety coalition has also been achieved in parts of West Africa. Projects on restorative justice for first-youth offenders have been developed in Port Elizabeth and successfully tested. A State of the World's Cities Report (SWCR) has been launched monitoring the progress of the HABITAT Agenda. Data has been collected through a network of the Global Urban Observatory (GUO) that has established a pilot network in six regions; 8 Regional partners that have been involved in capacity-building and data collection; 20 National Urban Observatories; and 60 Local Urban Observatories. In total, 242 cities worldwide have participated in data collection as a core activity of the GUO.
Legislative review	Progress reports on the implementation of the biennial work programme are presented on a regular basis to the Committee of Permanent Representatives. The Report on the Activities of the UNCHS was also presented to the Commission on Human Settlements at its 18th session, held on 12-16 February 2001.	

Section 14. Crime prevention and criminal justice

**Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)**

		Planned		*Additions by*		*Implementation*		*Departures from programmed commitments*		*Implementation rates**	
Subprogramme		*Programmed*	*Carried over*	*Legislation*	*Secretariat*	*Implemented*	*Reformulated*	*Postponed*	*Terminated*	*Mandated*	*Total*
Crime control											
B Programme of work		359	1	102	52	417	78	0	19	96	96
	Total:	359	1	102	52	417	78	0	19	96	96
	Grand total:	359	1	102	52	417	78	0	19	96	96

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

**Work months utilized
(all outputs)**

		Regular		*Extrabudgetary*		*Total*				*Grand total*	*Q***
Subprogramme		*Professional*	*Consultant*	*Professional*	*Consultant*	*Regular*	*Extra-budgetary*	*Professional*	*Consultant*		
Crime control											
B Programme of work		457	16	341	68	473	409	798	84	882	38
	Total:	457	16	341	68	473	409	798	84	882	38
	Grand total:	457	16	341	68	473	409	798	84	882	38

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 14. Crime prevention and criminal justice -qualitative assessment of programme performance

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Finalization of the Convention against Transnational Organized Crime and elaboration of three additional international legal instruments, on the illicit manufacture of and trafficking in firearms, the illegal transport of and trafficking in migrants, including by sea, and trafficking in women and children.	Completion of work for the elaboration of the Convention against Transnational Organized Crime and its 3 protocols. Satisfaction of Member States with the advice and support provided by the Secretariat.	The Convention was finalized in July 2000 ahead of schedule. The Protocols on trafficking of persons and the smuggling of migrants were finalized in October 2000. At the Palermo Signing Conference held in December 2000, the instruments attracted the highest ever number of signatures immediately after their opening for signature. The Firearms Protocol was finalized in March 2001 and approved by the General Assembly in May 2001. The Ad Hoc Committee expressed in strong terms its appreciation for the Secretariat for its support and management of the negotiating process. Similar statements of appreciation were made by a number of delegations in the Third Committee of the General Assembly and the Committee on Programme and Coordination. Pursuant to the adoption of the Convention and its Protocols, the Centre also initiated the provision of pre-ratification assistance to Member States.
(b) Expanded use and application by Member States of the United Nations standards and norms in crime prevention and criminal justice and of the model United Nations treaties on international cooperation in criminal matters.	Awareness of best practices; information gathered and provided to intergovernmental bodies; substantive guidelines and manuals published and disseminated.	The Centre continued to successfully promote the use and application of the United Nations standards and norms. It completed the cycle of reporting, based on questionnaires approved by the Commission, on such use and application and reported accordingly to the Commission at its Tenth Session. As recommended by the Commission, the Centre is currently preparing to submit to the Commission, proposals on more focused activities in this area, in line with the Commission's selection of "reform of the criminal justice system" as the main theme of its Eleventh Session. Pursuant to the relevant General Assembly resolutions, the model treaties on extradition and mutual assistance in criminal matters were revised by the Centre. Their relevance was again demonstrated by the keen interest of countries in the revised version and by the reliance on them by the Ad Hoc Committee on the elaboration of the Convention against Transnational Organized Crime and its protocols. The Manual on combating corruption has also been revised, expanded and is disseminated both in print and electronically. Furthermore, the Centre has successfully promoted consensus-building and preparatory work for initiating the elaboration of a new United Nations Convention against Corruption.
c) Increased adherence to and implementation by Member States of the existing international conventions on terrorism.	Number of countries ratifying the conventions and implementing their provisions; quality and quantity of information researched and disseminated; its accessibility and usefulness; quality of policy advice provided to countries and concerned international institutions; number of countries drawing on the assistance	The mandates of the Centre in terrorism prevention have been further articulated through the inclusion of a specific section on terrorism prevention in the Plans of Action for the Implementation of the Vienna Declaration on Crime and Justice: Meeting the challenges of the twenty-first century, adopted by the Tenth United Nations Congress on the Prevention of Crime and Treatment of Offenders. As a result of the terrorist attacks in the USA on 11 September 2001, implementation of these mandates have acquired added urgency and existing resources are being reassessed in the context of a comprehensive United Nations strategy for combating terrorism. Adherence to the conventions on terrorism has also acquired importance as a result of the recent events. The main accomplishments are the initiation of specialized databases on terrorist incidents, counter-terrorism measures and best practices and lessons learned; collection of pertinent national legislations; and elaboration of policy proposals and project ideas for training manuals and for the provision of assistance to countries for the signature of the existing international conventions and protocols.

Expected accomplishments	Indicators of achievement	Accomplishments realized
	of the Centre in addressing terrorism related issues.	
d) Increase in the capacity of Member States to develop or upgrade their legislation, policies and strategies as well as the skills of their criminal justice personnel to prevent, detect and prosecute various forms of transnational crime.	Assessments of value and usefulness of expert contributions provided by the Centre in enhancing the pertinent capacities of Member States; number of projects developed and implemented which address capacity development, upgrading of legislation; number of criminal justice personnel receiving training; number of criminal justice personnel and policy makers receiving substantive input, technical presentations, manuals and guidelines on pertinent work. Increased voluntary contributions to crime prevention and criminal justice	Valuable substantive expertise has been provided to recipient countries of technical assistance from the Centre, mostly under the framework of the Global Programmes against Transnational Organized Crime, Trafficking in Human Beings and Corruption. 19 technical cooperation projects were initiated and are under various stages of implementation, most of which seek to strengthen national capacities for combating organized crime, corruption and trafficking in human beings. Work has also been initiated on 16 other projects, which address, inter alia, the provision of technical assistance to Member States to develop and upgrade their legislation, policies and strategies of their criminal justice personnel to prevent, detect and prosecute various forms of transnational organized crime. In addition several seminars for promoting support for the elaboration of the Convention against Transnational Organized Crime were conducted and several more will follow. Four specialized national training seminars were held, which addressed combating transnational organized crime and corruption. In addition, indirect contributions were also made towards capacity building through substantive presentations and technical papers at international, regional and national events and other activities, with several thousand criminal justice personnel as participants/recipients. An increase in the voluntary contributions and pledges to the Crime Prevention and Criminal Justice, from $6 to $7 million, and an increase in the number of donor countries making comparatively significant contributions were also achieved. For the future, an essential condition for successful service delivery is a manifold increase in voluntary contribution.
e) More effective international cooperation to prevent and control various forms of transnational crime and enhanced cooperation with other United Nations bodies and entities as well as other intergovernmental and NGO's.	Partnerships developed and joint initiatives undertaken; substantive and logistical input received and provided for activities and projects; avoidance of overlap and duplication; synergy of efforts achieved in substantive and operational levels.	Projects have been developed and were being implemented in collaboration with international organizations, as appropriate. These partners included UNICRI, UNDCP, UNDP, UNOPS, the EC, IOM, OSCE, ECOWAS, INTERPOL, EUROPOL, ISPAC, relevant international and national NGOs as well as the members of the United Nations Crime Prevention and Criminal Justice Programme Network. The Centre participated in the annual coordination meetings of the Programme Network, held a special consultative meeting of the Institutes, and participated as ex officio member of the Board meetings of several institutes. Active involvement of the Institutes and other partners was sought in planning and executing technical assistance projects and in implementing and refining the Global Programmes against Transnational Organized Crime, Trafficking in Human Beings and Corruption. Increased substantive and operational synergy has been achieved with UNDCP, including through the conversion, where relevant, of UNDCP field offices to ODCCP, with an expanded mandate to cover both UNDCP and CICP projects and activities. Scarcity of staff and financial resources continues to be a major impediment in achieving a more effective coordination and the promotion of active collaboration, because, by

Expected accomplishments	Indicators of achievement	Accomplishments realized
		necessity, the limited available resources are utilized for other urgent tasks. In addition, the relative autonomy of the Institutes and their own financial constraints also have had a restraining impact in this regard
f) Provision of valid and reliable data and information, including statistical data, findings and results of action-oriented research and high-quality analysis and updated information on structures and activities of major and emerging transnational organized criminal groups, on illicit markets and on trends and patterns in the trafficking of human beings and corruption.	Quality, quantity and substantive coverage of data collected, analyzed and disseminated; the quality, quantity and substantive coverage of technical publications and tools developed and disseminated in these substantive areas; feedback on substantive publications; quality, coverage and accessibility of data bases established, number/time of visits to them; self-training manuals, tools and guidelines elaborated and disseminated.	The results of the 6th United Nations Crime Survey were made accessible electronically and the collection and analysis of data under the 7th survey has been initiated. Data on organized crime groups were collected, electronic data bank established and its outcome presented to expert group, organized jointly with UNICRI. The databases are being expanded regularly. Data collection and analysis have been completed for some 20 countries on the legal structures for combating transnational organized crime, to be expanded to cover more countries. Initial steps have also been taken to establish data bases on trafficking in human beings and on corruption; and the national level data provided and used in the context of country assessments. Two issues of the new recurrent publication entitled "Forum on Crime and Society" in 2001 were devoted to transnational organized crime and on corruption, respectively. Work has been initiated for a Global Trends Report on Corruption, which will be based on analysis of several hundred indicators relevant to non-conventional crime. Several technical cooperation projects contain, as an important component, action-oriented research and data analysis on the structures and activities of major and emerging transnational organized criminal groups, on illicit markets and on trends and patters in trafficking in human beings and corruption. Work has been initiated on an extensive database on trafficking in human beings. An extensive anti-corruption tool kit has been elaborated and is being regularly updated, with additional substantive areas and case studies. It is made accessible in print and electronically. Similar tool kits are being developed in combating transnational organized crime and trafficking in human beings.
g) The timely discharge of reporting obligations to the Commission on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly.	Quality, quantity and timely issuance of mandated reports to the intergovernmental bodies.	Further achievements have been made in streamlining the reporting tasks of the Centre to the intergovernmental bodies, through consolidating various reports and reducing their length. At the same time, the biennium also witnessed the intense servicing obligations relating to the Ad Hoc Committee on the Elaboration of the Convention against Transnational Organized Crime, the Tenth UN Congress, the High Level Political Signing Conference in Palermo and the preparatory work for the elaboration of a United Nations convention against corruption. Notwithstanding the resulting heavily increased workload, the reports to the intergovernmental bodies were noted by the delegations for their substantive quality.
Legislative review	The Commission on Crime Prevention and Criminal Justice, at its 9th and 10th sessions in 2000 and 2001 respectively, considered the reports on the work of the Centre for International Crime Prevention (E/CN.15/2000/2 and E/CN.15/2001/2), which contained overviews of overall programme delivery as well as specific details. The summary of the Commission's deliberations are contained in chapter IV of the Report on the ninth session (E/2000/3) and chapter V of the Report on the tenth session (E/2001/30/Rev.1). Also relevant are chapter V and chapter VII of those reports, respectively, on strategic management and programme questions. Furthermore, the annual reports of the Secretary-General to the General Assembly, at its fifty-fifth and fifty-sixth sessions, on crime prevention and criminal justice (A/55/119 and A/56/155), also contained pertinent substantive information on programme delivery and achievement of objectives. The position and recommendations of the General Assembly in this respect are reflected in its resolutions 55/64 and 56/123. There has also been regular follow-up action by the intergovernmental bodies (the Crime Commission, ECOSOC and the General Assembly) on the substantive initiatives and the related programme outputs delivered by the Centre. For example, the Convention against Transnational Organized Crime and its three Protocols were adopted by the General Assembly, subsequent to CICP's substantive servicing of their negotiation in a record period of two years. The Assembly has also mandated follow-up activities. The substantive servicing of the Tenth United Nations Crime Congress was followed-up by the Commission and the General Assembly through the adoption, in December 2000, of the Vienna Declaration on Crime and Justice and the elaboration of the Plans of Action for its implementation, adopted by the Assembly one year later.	

Section 15. International drug control

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

	Planned		*Additions by*		*Implementation*		*Departures from programmed commitments*		*Implementation rates*[*]	
Subprogramme	*Programmed*	*Carried over*	*Legislation*	*Secretariat*	*Implemented*	*Reformulated*	*Postponed*	*Terminated*	*Mandated*	*Total*
International drug control										
1 Coordination and promotion of international drug control	39	5	0	0	27	4	1	12	70	70
2 International drug control monitoring and policy-making	447	1	16	182	573	8	2	63	86	90
3 Demand reduction: prevention and reduction of drug abuse	29	11	10	7	34	0	19	4	60	60
4 Supply reduction: elimination of illicit crops and suppression of illicit drug trafficking	88	0	4	7	79	1	12	7	79	81
Total:	603	17	30	196	713	13	34	86	82	86
Grand total:	603	17	30	196	713	13	34	86	82	86

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

	Regular		*Extrabudgetary*		*Total*				*Grand total*	*Q*[*]
Subprogramme	*Professional*	*Consultant*	*Professional*	*Consultant*	*Regular*	*Extra-budgetary*	*Professional*	*Consultant*		
International drug control										
1 Coordination and promotion of international drug control	*72*	*23*	*229*	*63*	*95*	*292*	*301*	*86*	*387*	*49*
2 International drug control monitoring and policy-making	*458*	*0*	*25*	*0*	*458*	*25*	*483*	*0*	*483*	*84*
3 Demand reduction: prevention and reduction of drug abuse	*38.5*	*8*	*121.5*	*20.5*	*46.5*	*142*	*160*	*28.5*	*188.5*	*51*
4 Supply reduction: elimination of illicit crops and suppression of illicit drug trafficking	*102.5*	*0*	*174.7*	*38*	*102.5*	*212.7*	*277.2*	*38*	*315.2*	*61*
Total:	*671*	*31*	*550.2*	*121.5*	*702*	*671.7*	*1221.2*	*152.5*	*1373.7*	*65*
Grand total:	*671*	*31*	*550.2*	*121.5*	*702*	*671.7*	*1221.2*	*152.5*	*1373.7*	*65*

Q* - the percentage of workmonths devoted to quantifiable outputs

Section 15. International drug control -qualitative assessment of programme performance

Subprogramme 1. Coordination and promotion of international drug control

Expected accomplishments	Indicators of achievement	Accomplishments realized
Effective coordinated approach to the drug control-related activities across the UN system with UNDCP providing leadership	New drug control activities initiated by UN system organizations and new joint initiatives with UNDCP	UNDCP was interacting with the following entities in providing assistance to governments to implement the outcome of the 20th special session of the General Assembly: WHO, ILO, UNICEF, UNESCO, FAO, IFAD, WFP, UNAIDS, UPU, IMO, UNDP, UNIDO, UNFPA, UNHCR, UNOPS, UNICRI, UNV, World Bank, Inter-American Development Bank, Asian Development Bank, Caribbean Development Bank, OAU, SADC, ECOWAS, OAS/CICAD, EMCDDA, ESA, WCO, ICPO/Interpol and a variety of NGOs.
Coordinated programming and implementation of activities related to drug control by Governments, regional and sub regional institutions and intergovernmental and non-governmental organizations	New Memoranda of Understanding and national/regional strategies adopted and implemented	UNDCP-led work of ACC Subcommittee on Drug Control resulted in adoption of ACC Guidelines for United Nations System Activities to Counter the World Drug Problem; ensured the inclusion of drug control in the Secretary-General's Road Map report on implementation of the Millennium Declaration. UNDCP has participated in over 250 meetings organized by other organizations.
Contribution to the achievement of the goals and objectives adopted at the twentieth special session of the General Assembly (20th SS of the GA).	Number of achievements and goals completed towards the solution of the international drug control problem included in the programme of work for the biennium.	The achievements in the areas of International drug control have increased through the provision of advice, technical cooperation, the promotion of legal instruments and the convening of meetings and conventions to address these issues. The contribution of UNDCP to the GA special session is still ongoing and will continue towards the achievement of the goals therein.
Increased resources for the Fund of UNDCP and a more varied and solid funding base to finance activities in response to the needs of Member States	Increase in level of contributions (both earmarked and non-earmarked) from donors; contributions from new sources	No increase was noted in the level of contributions from traditional donors. However, a significant increase was noted in the cost-sharing contributions from Latin American countries. Furthermore, UNDCP was able to conclude agreements with OAS, and with UNAIDS to implement several projects. On public donations, agreements were concluded with private firms for the provision of Technical support for use in developing countries in Africa and the Middle East.
Increased and more informed coverage by the media and timely dissemination of accurate information via the Internet on various aspects of the drug problem, in particular amphetamine-type stimulants, as well as international control measures	Measurable trends of media output through press review services and broadcast monitoring	UNDCP has received extensive worldwide media coverage in 2001 and has generated great media interest and hundreds of interview requests during the launching of the World Drug Report, the release of the annual opium poppy survey, the observance of International day against drugs, the release of the annual illicit drug trends report, Basketball without Borders and other events. Coverage has taken place on major international and local TV channels as well as magazines, newspapers and radio channels. Since its launch in January 2001 120,000 visitors visit the Website monthly. The quarterly newsletter UPDATE is now disseminated to 12,000 readers worldwide in three languages and posted on the website.

Expected accomplishments	Indicators of achievement	Accomplishments realized
Establish of interim arrangements with Internet service providers and with relevant businesses to examine how information on the Internet, such as illegal drug-related information, could be filtered.	Expert group meeting on internet filtering; organization of consultations at the regional and global levels with the respect to the obligations and duties of Internet service providers.	All of the activities aiming at those accomplishments had to be postponed because of funding and also due to priorities in other areas.
Facilitation of knowledge-based policy formulation, decision-making and implementation of Programme study findings by Governments, United Nations bodies, financial institutions and non-governmental organizations.	More comprehensive, reliable data and information on the magnitude, extent and future of the drug problem, - providing for better understanding overall of the drug problem	Two issues of the Bulletin on Narcotics were published during the current biennium. Topics included Alternative development; Drugs, alcohol and crime; Substance abuse among secondary-school students; Economic and Social Costs of Substance Abuse, etc. The programme further enhanced its capacities in analysis and dissemination of data and information by producing the annual Global Illicit Drug Trends. The second World Drug Report was issued

Subprogramme 2. International drug control monitoring and policy-making

Expected accomplishments	Indicators of achievement	Accomplishments realized
The ability of the International Narcotics Control Board to make sound decision on the necessity for inquiries with Government, to propose the conduct of fact-finding missions and remedial measures to achieve full compliance with treaty provisions and to maintain and improve its dialogue with Governments, will be strengthened.	Timeliness and comprehensiveness of documentation before the sessions of the Board. Government reactions to the Board's evaluations, recommendations, and measures taken by Governments. Cooperation of the Secretariat with the Board.	A total of 132 decisions were taken by the Board in 2000, and a slightly higher total is expected for 2001 due to the addition of a third annual session. The INCB undertook 35 country missions in 2000-2001. The INCB Secretariat has initiated systematic follow-up on the recommendations of the Board made pursuant to its country missions. The Secretariat provided support to the Board when it invoked formal procedures to ensure the execution of the provisions of the drug control conventions, and held consultations with Governments based thereon. Regular exchange of letters occurred with all Governments on findings of the INCB and its Secretariat and shortcomings in drug control, attempts to divert drugs from licit manufacture and trade into illicit channels, and providing advice on how to monitor drugs and chemicals.
Increased attention to the Board's findings and annual reports paid by the international community including the general public.	References to the INCB Annual Report in the deliberations of the Commission on Narcotic Drugs and in world press.	Feedback by delegates to the CND on the 2000 Annual Report and technical publications was in general positive. All major international news agencies continued their coverage of the launch of the INCB Annual Report, and the INCB website received 20,010 hits on the day of the official launch of the 2000 report. 43 press conferences were held at different locations of the world to launch the 2000 annual report, which is an increase of 6 over 1999.
Improved monitoring of the licit movement of narcotic drugs and psychotropic substances at all stages, including manufacture, international trade and domestic distribution	Identification of trends in the licit activities related to the movement of narcotic drugs and psychotropic substances, and discovery of	Databases are continuously updated, data is analyzed and feedback is provided to Governments. Trends in the licit activities related to narcotic drugs and psychotropic substances were identified and reported to the Board in documents, and are contained in the technical

Expected accomplishments	Indicators of achievement	Accomplishments realized
of those substances, as well as of the actions taken by governments in exercising control as provided for by the conventions and as recommended by relevant intergovernmental forums.	shortcomings in national control systems to enable to Board to adopt well-considered decisions for action towards the Governments concerned.	publications E/INCB/2000/2 and 3, and E/INCB/2001/2 and 3. Decisions were taken by the Board based on, *inter alia*, the INCB Secretariat's analysis, and Governments were alerted on unusual and negative developments
Proper worldwide balance between supply and demand for licit drugs achieved through formulation of relevant recommendations to Governments.	Proper functioning of consultation mechanisms between raw material producing and consuming nations; actual maintenance of worldwide balance.	The supply and demand situation was regularly reported to the Board at its sessions in May and November of, respectively, 2000 and 2001, and decisions are taken by the Board based on its assessment of the situation as reported by the INCB Secretariat. The record of impediments to maintaining a proper balance also helps in the function of searching for alternative solutions.
Working mechanisms and standard operation procedures between competent national and international bodies established with a view to preventing and detecting diversion of narcotic drugs and psychotropic substances into illicit traffic.	Frequent usage of working procedures to verify the legitimacy of individual transactions to prevent diversions of precursor chemicals into illicit drug products.	The INCB Secretariat actively participates in Operation Purple and Operation Topaz, international initiatives establishing standard operating procedures for monitoring, respectively, potassium permanganate and acetic anhydride. Through these monitoring procedures, the department is able to verify the path precursor chemicals follow and prevent their diversion into illicit drug products.
Improved monitoring of the licit international movement of precursor chemicals and their uses to identify general trends.	Identification of trends in the licit international movement of precursors and their uses, subject to provision of relevant data by Governments.	Trends in the licit international movement of precursors were identified and reported to the Board in documents, and are contained in the technical publications E/INCB/2000/4 and E/INCB/2001/4. Decisions were taken by the Board based on, *inter alia*, the INCB Secretariat's analysis. The precursors database is being updated continuously.
Identification and assessment of substances for possible international control scheduling, rescheduling and /or de-scheduling, or inclusion in the limited international special surveillance list.	Availability of relevant data and information for the Board's own assessment of substances as required under the 1988 Convention	In 2000, the CND, taking into account the comments submitted by the parties and the recommendations of the Board, decided to include the substance norephedrine in Table I of the 1988 Convention. In 2001, the CND decided to transfer both acetic anhydride and potassium permanganate from Table II to Table I of the 1988 Convention. The special surveillance list continues to be maintained
Strengthening the capacity of the Board to prepare its report, taking into account information provided by the interested Governments.	Comprehensiveness of deliberations by the Board on the content of the Board's Annual Reports, and of the coverage of the Annual Reports.	A third one-week session of the Board was added beginning February 2001, so that deliberations at the November sessions of the Board could concentrate on finalizing the Annual Report, which goes to publication in December. A Convention Evaluation Unit was established in the INCB Secretariat in 2001, the functions of which are helping to ensure that key legislative and policy issues, including developments in supply and demand reduction, are continuously followed and reported to the Board.

Secretariat of the Commission on Narcotic Drugs and Legal affairs Section.

Expected accomplishments	Indicators of achievement	Accomplishments realized
Facilitation of decision making and provision of policy direction by the Commission on Narcotic Drugs, as the United Nations Policy-making organ in the field of drug control and governing body of UNDCP.	The provision of efficient substantive secretariat services to the CND and its subsidiary bodies, Commission on Crime Prevention and Criminal Justice; ODCCP meetings.	The CND' Secretariat served as the substantive secretariat for the forty-third and forty-fourth sessions of the CND, the Committee of the Whole and the inter-sessional meetings convened by the Chairman and bureau. The Section prepared substantive documentation for the Commission, and continued to service the meetings of the subsidiary bodies of the Commission, the Sub commission on Illicit Drug Traffic and Related Matters in the Near and Middle East and the global network of regional meetings of the Heads of National Drug Law Enforcement Agencies (HONLEA). Reports and conference room papers were prepared for the HONLEA meetings.
Facilitation of the examination of the biennial reports on the achievement by Member States of the goals and objectives at the twentieth special session of the General Assembly.	The holding of meetings of the extended bureau of the Commission on Narcotic Drugs, intercessional meetings and consultations with regional groups to discuss the initial and consolidated biennial reports on the implementation of the outcomes of the 20th SS of the GA.	The examination of the initial and consolidated biennial reports was facilitated by meetings extended bureau, intercessional meetings of the Commission and meetings of regional groups, as well as by provision of the relevant reports in a timely manner. The Commission considered this matter under the appropriate agenda items, as reflected in its report.
Provision and receipt of higher quality and more timely information to/from ministries of foreign affairs, permanent missions to the UN, organizations and agencies of the UN system and other international organizations on a wide range of issues related to the functions and decisions of the Commission and other UN legislative bodies on drug control;	The preparation of concise and timely documentation and other information, including analytical reports, as required by the Commission on Narcotic Drugs and its subsidiary bodies, as well as by the General Assembly and the Economic and Social Council.	In paragraph 20 of the Political Declaration adopted at its twentieth special session on the world drug problem, the Assembly called upon all States to report biennially to the Commission on Narcotic Drugs on their efforts to meet the goals and targets for the years 2003 and 2008 and requested the Commission to analyze those reports in order to enhance the cooperative effort to combat the world drug problem. In its resolution 42/11, of 1 December 1999, the Commission requested the Executive Director of UNDCP to prepare a biennial report on the implementation of the outcome of the twentieth special session of the General Assembly, based on information to be provided to a questionnaire adopted by the Commission. Based on information provided by Member States, the first biennial and consolidated report were prepared. In addition, Mandated directories of national drug control related information and other relevant reports were prepared.
Relevant parliamentary bodies are kept fully informed of the implications of matters relating to the implementation of the drug control treaties.	Concise and timely preparation of documentation and other information to the CND and its subsidiary bodies, General Assembly and the Economic and Social Council.	The Political Declaration adopted at its twentieth special session on the world drug problem, the Assembly called upon all States to report biennially to the Commission on Narcotic Drugs on their efforts to meet the goals and targets for the years 2003 and 2008 and requested the Commission to analyze those reports in order to enhance the cooperative effort to combat the world drug problem. The Commission requested UNDCP to report on the implementation of the outcome of the twentieth special session of the GA, both requests have been funneled though UNDP.
The repository of legal information relevant to	Timeliness and quality of advice provided; positive feedback from	On-line legal library (Internet database of drug control legislation and related index) was launched. Directory of designated authorities under the 1988 Convention was published

Expected accomplishments	Indicators of achievement	Accomplishments realized
international drug control available for reference and use by countries and other relevant entities is fully maintained and the provision of advice relation to the treaty implementation.	clients. Enhanced electronic capacity to disseminate information.	quarterly instead of yearly in 2001, to facilitate mutual legal assistance, and maritime cooperation. Legal advice and assistance was provided to States on the implementation of drug control conventions on a variety of topics including alternatives to incarceration, mutual legal assistance, maritime cooperation and the scope of control of the conventions.

Subprogramme 3. Demand reduction: prevention and reduction of drug abuse

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased use of standardized methodologies and key indicators by Member States for drug abuse data collection. New and enhanced data-collection systems in place in 25 countries. The CND fully informed of the magnitude of the drug abuse problem for policy-making in the area of demand reduction.	An increase in the number of Member States using standardized methodologies for drug abuse data collection on at least one of the key indicators, and an increase in the number of Member States with operational data collection systems in place. Reports to CND on the magnitude of the drug abuse problem globally delivered in a timely fashion.	Assessment exercises and national information analyses have been conducted in over 20 countries. A consensus building exercise has resulted in a new Annual Reports Questionnaire (Part II), which contains agreed global indicators. Three new regional drug information systems have been established. The information generated is used to enhance the accuracy and comprehensiveness of UNDCP reports and presentations to the CND and improve the UNDCP's ability to provide an analysis of the global drug situation. By participating in the ARQ reporting system Member States benefit from improved coordination and analysis of available data on the drug abuse system and adopt common reporting definitions that allow a more meaningful dialogue between all parties.
Implementation of more comprehensive and better quality demand-reduction strategies and programmes by Member states. Acceptance of the principles of effective prevention in the workplace and among young people. Enhanced drug abuse treatment approaches and cost-effective treatment programmes.	An increase in the number of Member States with more comprehensive demand reduction strategies and programmes based on principles of "good practice". The provision of high quality and comprehensive data on drug demand for improving UNDCP information systems and analytical products.	A number of publications on community-based primary prevention of substance abuse, on drug abuse prevention by youth, on the evaluation of substance abuse treatment and on lessons learned on HIV/AIDS and Drug Abuse, contributed to the provision to Member States of sound technical advice and guidance, leading to the development of more comprehensive and better quality approaches and programmes, based on principles of "good practice".

Subprogramme 4. Supply reduction: elimination of illicit crops and suppression of illicit drug trafficking

Expected accomplishments	Indicators of achievement	Accomplishments realized
Member States and national and international organizations and institutions will be well informed of the supply reduction aspects of the illicit drug situation, including alternative development, and of counter measures and strategies for their application.	Accurate, timely and comprehensive data collection and dissemination of reports on supply reduction situation	UNDCP has contributed to an increased availability of reliable and timely guidance, data, information and analysis regarding the supply reduction aspects of the illicit drug phenomenon, including law enforcement and alternative development
National and international strategies, such as national development plans, will be adequately geared to countering illicit drug activity, taking into	Number of countries incorporating the innovative approaches and best practices advocated by	Through distribution of technical guidelines, provision of technical advice to Governments, organization of expert meetings and delivery of training courses, UNDCP contributed to the increased acceptance and

Expected accomplishments	Indicators of achievement	Accomplishments realized
account innovative approaches and best practices advocated by the Programme on law enforcement and alternative Development	UNDCP on law enforcement and alternative development into development plans.	integration into national development strategies and international efforts of innovative approaches and best practice on law enforcement and alternative development. Priority has been given to activities focusing on exchange of experiences and identification of best practice. Significant progress has been made regarding the establishment of UNDCP as the centre of expertise.
States and international community ill be able to assets the progress and effectiveness of measures launched to reach the objective adopted by the GA at its 20th Special Session for the elimination or significant reduction of the illicit cultivation of cannabis, including production in enclosed premises; coca and opium poppy, to detect displacements and emergence of illicit cultivation and to take preventive measures.	A listing of the countries which have established mechanisms to monitor illicit crop production, and an improved quality of information on illicit cultivation.	As of the end of 2001, monitoring mechanisms supported by UNDCP are now in place in all six target countries (Colombia, Peru, Bolivia, Afghanistan, Lao PDR, Myanmar) thus providing a global coverage of the main illicit opium and coca producing areas. Methodological guidelines and standards have been established and technical support is provided to ensure the implementation of monitoring activities in the countries.
States and the international community will be able to design and implement more effective measures to eliminate or significantly reduce the illicit cultivation of cannabis, including production in enclosed premises, coca and opium poppy as approved by the General Assembly at its twentieth special session.	Increased international co-operation in alternative development / increased number of countries designing / implementing policies to eliminate or reduce significantly illicit cultivation.	Efforts have been made to increase collaboration with international organizations involved in alternative development and relevant contacts have been established. An increase has been achieved in regional and international co-operation between Member States in the field of supply reduction. However, countries with illicit cultivation still need additional support to be able to implement their plans for elimination of illicit cultivation by the year 2008.
The international community and the UN entities would have a better understanding of the money-laundering problem and develop additional measures to counter it; Substantial progress would be made towards achieving the 2003 deadline towards the adoption and implementation of effective measures against money-laundering adopted at the twentieth special session of the General Assembly.	Increased numbers of states aware of and taking action against money laundering, in particular enacting legislation and training necessary personnel for implementation. Setting up of financial intelligence units at national level. Provision of technical assistance to member states to support the enactment of anti-money laundering legislation.	Awareness-raising among member states, as well as increased technical assistance to states to support enactment of legislation, institution-building assistance and training/advice to key actors was conducted. Dissemination of research materials and a comprehensive body of anti-money laundering information, including database on legislation and conventions relating to money laundering, supported by internet web-site, which receives upwards of 8,000 visits per month. Some 95 countries now have money laundering-related legislation catalogued on the AMLID (Anti-Money Laundering Information Database), which forms part of the web site. Assistance to some 80 countries in the various subject areas was given directly or via partnerships with other international organizations. Four mentors placed in member states/regions to give direct long-term assistance in legislation, training and institution building with a view to meeting or exceeding standards set at the 20th special session of the General Assembly. Building up of partnerships with international organizations to deliver technical assistance.

<table>
<tr><th colspan="2">Expected accomplishments</th><th>Indicators of achievement</th><th>Accomplishments realized</th></tr>
<tr><td colspan="2">National and international institutions engaged in drug control would use high-quality, up-to-date working standards, guidelines, curricula, methodologies and procedures for drug testing and detection;</td><td>Increased number and more effective assessment of the quality of laboratories performance using standardized methods and working practices for drug testing, and participating in UNDCP's quality assurance programme;
Methods and guidelines prepared, distributed and used effectively;</td><td>Approximately 3,000 *recommended methods manuals, technical data sheets and guidelines* related to the detection and analysis of drugs and precursors sent to nearly 100 countries, four issues of selected bibliographies disseminated; some 123 sets of samples sent to laboratories participating in the two rounds of the *International Collaborative Exercise/Quality Assurance Programme* operated by the Scientific Section. Eight analysis and evaluation reports of laboratory performance prepared, endorsed by the Standing Panel on Quality Assurance, and distributed.</td></tr>
<tr><td colspan="2">Improvement of the capacity of Member States as regards to drug testing and detection</td><td>Materials and equipment are available and in effective use;
Professional staff from national laboratories trained; Network of laboratories and links between laboratories established.</td><td>Materials and equipment provided to 29 forensic laboratories in 14 countries; professional training (including study tours) provided to 61 staff from national laboratories in 17 countries; scientific literature: 3,300 copies of key reference materials sent, on request, to 75 laboratories and to 8 Field Offices; over 5500 reference drug and chemical samples sent to laboratories in 68 countries.</td></tr>
<tr><td>**Legislative review**</td><td colspan="3">CND at its 44th session (March 2001) endorsed, in resolution 44/6, the report of the informal open-ended working group on maritime cooperation against drug trafficking at sea organized by LAS in December 2000 and requested that further work be carried out in this area. INCB expressed satisfaction with the special study prepared by LAS on the enforcement mechanisms provided for under the drug control conventions. Legislative review of the activities of the INCB Secretariat by the Board is carried out, in principle, through the document on intercessional developments, documents E/INCB/2000/W.2, E/INCB/2000/W.11, E/INCB/2001/W.2 and E/INCB/2001/W.11, which contain, *inter alia*, a description of the follow-up action taken by the INCB Secretariat on the Board's decisions. Furthermore, the respective supervision of documents for narcotic drugs, psychotropic substances and precursor chemicals presenting the activities of the Secretariat on behalf of the Board are reviewed by the Board at each of its sessions. The Board and its Secretariat find these mechanisms a convenient and accurate means to report on how the Board's decisions were carried out in the day-to-day work of the Secretariat</td></tr>
</table>

Section 16. Economic and social development in Africa

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Economic and social development in Africa										
1 Facilitating economic and social policy analysis	42	2	1	2	35	8	0	4	91	91
2 Enhancing food security and sustainable development	50	0	0	9	51	0	4	4	84	86
3 Strengthening development management	45	1	0	0	36	0	9	1	78	78
4 Harnessing information for development	64	4	0	0	47	0	5	16	69	69
5 Promoting regional cooperation and integration	55	2	2	10	44	0	23	2	58	64
6 Promoting the advancement of women	34	0	4	0	28	2	1	7	79	79
7 Supporting subregional activities for development	175	0	0	1	148	2	6	20	85	85
Total:	465	9	7	22	389	12	48	54	79	80

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Economic and social development in Africa										
1 Facilitating economic and social policy analysis	141.5	71.5	0	0	213	0	141.5	71.5	213	82
2 Enhancing food security and sustainable development	175.6	11	0	5.5	186.6	5.5	175.6	16.5	192.1	77
3 Strengthening development management	219.5	44	4	8	263.5	12	223.5	52	275.5	82
4 Harnessing information for development	164.4	40	11.5	13.5	204.4	25	175.9	53.5	229.4	58
5 Promoting regional cooperation and integration	105.2	31	0	2	136.2	2	105.2	33	138.2	85
6 Promoting the advancement of women	36	18.5	3.5	9	54.5	12.5	39.5	27.5	67	74
7 Supporting subregional activities for development	451	33.5	0	5	484.5	5	451	38.5	489.5	80
Total:	1293.2	249.5	19	43	1542.7	62	1312.2	292.5	1604.7	79

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 16. Economic and social development in Africa - qualitative assessment of programme performance

Subprogramme 1. Facilitating economic and social policy analysis

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Strengthen the capacity of member States to design appropriate development strategies and policies. b) Influence the orientation of the policies of member States on the utilization of aid with a view of rendering it most supportive to development and economic performance. c) Formulate strategies for reduction of debt burden and assessing developments in Africa's debt and efforts to reduce debt burden. d) Construct and update poverty lines and poverty maps for African countries. e) Enhance capacity in African countries to analyze the relationship between trade expansion and economic growth and understanding constraints to Africa's international competitiveness.	a) Quality of policy analysis including methodology as well as depth of studies. b) Usefulness of findings and relevant policy recommendations for enhancing Member States' growth, trade and development. c) Level of contribution to develop African position in trade and debt negotiations. d) Quality standard of review process for publications as well as quality of conferences, meetings and training e) Appropriate selection criteria for participants and countries considering diversity in Africa and country specificity.	a) ECA strengthened the capacity of members States to accelerate and sustain economic growth, boost domestic resource mobilization and investment, and co-ordinate policies. The Commission Produced the Economic Report on Africa, which contributed to the enhancement of Member States' capacity for achieving sustainable growth and development. b) The Compact for Africa's Recovery served as an operational instrument for the African Initiative - the Millennium Partnership for the Africa Recovery Programme (MAP). By providing technical assistance and collaborating with various institutions in organizing conferences and meetings, ECA enhanced advocacy on critical issues of importance to Africa and contributed to a broadened and comprehensive agenda for Africa's development. c) The Commission developed key elements and measures to establish the foundation of broad-based growth with equity; developed recommendations to foster the role of private sector as an engine of growth; and elicited key policy components to strengthen institutional capacity and create investment-hospitable environment. d) It contributed to in-depth poverty analysis and assessed and recommended effective anti-poverty policies. Partnerships with international institutions were strengthened, as well as with existing research networks through cross-fertilization, peer review and the sharing of expertise. e) The disseminating of information products was improved by strengthening the communication technology and connectivity with Member States. Enhanced networking activities with relevant organizations and institutions also contributed to improve efficiency of dissemination on the relevant issues of trade and economic growth.
Legislative review	Review carried out by the Joint Conference of African Ministers responsible for economic development and planning and the African Ministers of Finance highly praised ECA's flagship documents, especially the 'Economic Report on Africa' for its innovative thematic approach and the indices on policy and sustainability of Member States. The evaluation comments by these legislative bodies were reflected in paragraph 65, page 66 of the annual report (E/ECA/CM.24/10).	

Subprogramme 2. Enhancing food security and sustainable development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhance awareness and knowledge of and discussion of the holistic treatment of population, agriculture and environment concerns in development planning and policy-making. b) Build national/local capacity to analyze and manage sustainable development issues. c) Improve monitoring of political/societal commitment to implement programmes and action plans of regional and global conferences. d) Foster adoption of science and technology policies and strategies by member States, as well as increase their commitment to apply them in enhancing food security and sustainable development.	a) Number of countries and participants in the ad hoc expert group meetings, and quality of background material/documents prepared. b) Widely and timely dissemination of information outputs to end-users and establishment of FSSD Web Site. c) Timely dissemination and impact of the Population, Environment and Development Agriculture (PEDA) model. d) Number of requests for advisory services on science and technology, and number of common activities implemented with regional and sub-regional institutes.	a) Outputs produced contributed to the high political support, which is now given to the interrelationships between population, agriculture and environment. Awareness created has had a noticeable impact on Member States as they are now more committed to integrate the nexus issues in their development planning. Implemented work programme has also improved the capacity and commitment of Member States, as well as regional and sub-regional institutes to analyze population, agriculture and environment as interrelated issues and to include them in their research activities and advocacy work. This has been evidenced by the enhanced active participation of experts from within and outside Africa in the ad-hoc and high-level stakeholders meetings and in their follow-up. b) Feedback received from end-users on some of the recurrent publications, meetings and workshops has been very favorable in terms of their usefulness in capacity building efforts. The use of the PEDA model has strengthened national capacity building in nine countries and now includes an HIV/AIDS component. c) Three Web Sites developed have provided sources of information on policy analysis and advocacy activities and led to increased connectivity and networking among experts and policy makers in the areas of population, environment, agriculture, and science and technology in Africa. d) Inter-governmental and coordination meetings organized in collaboration with other UN agencies succeeded in identifying key elements of sustainable development in Africa, including the monitoring of commitment to programmes and global action plans of various regional and global conferences. ECA led the expanded Joint Secretariat (comprised of ECA, UNEP, OAU, African Development Bank, UNDP, Economic Community for West African States, Southern African Development Community, African Mathematical Union, Economic Community for Central African States, Inter-Governmental Authority for Development, and Common Market for Eastern and Southern Africa), to guide and support Africa's overall preparatory process for the 2002 World Summit on Sustainable Development, giving prominence to gender perspectives in concept/working papers.
Legislative review	The Second Committee on Sustainable Development and Second Committee on Natural Resources and Science and Technology commended the programme for its multidisciplinary approach to food security and sustainable development, and recommended the review of its team-based approach along sectoral lines to ensure greater synergy between the various sectoral areas and prioritizing of activities, taking into account the financial and human resources constraints. The Division was also commended for its role in monitoring and assessing the implementation of international Plans of Action in the African continent. It was recommended that the role of ESTNET website in the promotion of food security and sustainable development should be made more explicit.	

Subprogramme 3. Strengthening development management

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Develop strategies for dealing with competitiveness in the context globalization. b) Established codes and indicators for monitoring good governance in Africa. c) Strengthen capacity of civil society organizations, including their relationship with government for effective participation in the development process. d) Develop strategies for public-private sector partnership to maximize the role of the private sector in the economy.	a) Implementation of national policy reforms in management capacity building. b) Incidence of improved management systems established at the local level in Africa. c) Number of national requests for follow-up action, as well as quality of analyses and recommendations adopted through peer review meetings. d) Number of recommendations adopted on building the capacity of African parliaments and success in organizing meetings of participants, as well as number of recommendations adopted on the relevant issues.	a) ECA organized a consultative meeting for a proposed Forum for appointed and elected parliamentarians and corporate officials to discuss their role in development management, which led to the creation of a Steering Committee to prepare action plans for the future activities of the Forum, dealing with improvement in the sense of responsibility, ownership and accountability, and transparency in public sector management, private sector competitiveness and enhanced participation of civil society organizations in the development process. b) A publication was produced on strengthening the effectiveness of financial resources management in regional and local government and an ad-hoc Expert Group meeting on the theme was held, which led to the adoption and incorporation of recommendations into a working document. A workshop on indicators for monitoring administrative governance was organized, which led to the development of the instruments for monitoring good governance, incorporated into the Africa governance status reports. c) ECA enhanced greater cooperation with UN agencies and intergovernmental organizations, as well as civil society organizations on issues related to public and private sector development management. d) Advisory and technical assistance services provided to regional and local government institutions led to increased awareness on issues related to public sector efficiency and effectiveness in the delivery of services, as well as to enhanced participation of civil society organizations in public policy and other national development related matters. Seminars, workshops and field projects that led to enhancement of private financing of infrastructure, promotion of South-South cooperation and the strengthening of the private sector for development in Africa were carried out.
Legislative review	The First Meeting of the ECA Committee on Industry and Private Sector Development and the Inter-Governmental Committee of Experts of the Whole Industrialization of Africa examined the reasons for the lagging behind in the regional and global competitiveness of African enterprises and made recommendations regarding public support services, regulatory and enabling policies, access to training for capacity-building, technological innovations, networking with both local and global players, infrastructure support, access to finance, and support and encouragement of women entrepreneurs.	

Subprogramme 4. Harnessing information for development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Substantial penetration of information in African society. b) Facilitate the development of a network of libraries and information centres among African academic and development institutions. c) Enhance the range and quality of African statistics, harmonized concepts, methods,	a) Increase in the number of member States with databases/information systems. b) Increase in the number of sectoral databases and users consulting the data sets, as well as number of countries adopting the data sets/libraries/banks	a) The Commission's improved availability and accesability to timely, accurate and comparable statistical information on socio-economic and environmental sectors enhanced policy analysis in development planning and decision making at national, sub-regional and regional levels. The national accounts and the foreign and intra-African trade statistics were published and disseminated according to the established schedule for the 53 member States. Databases and information systems for the development of a harmonized secretariat-wide integrated and linkable statistical database were developed for 29 African countries and disseminated on CD-ROMs. b) Improved range and quality of African statistics resulted in adoption of harmonized concepts and procedures for the collection of port statistics in the countries of the Port Management Association of Eastern and Southern Africa (PMAESA) region. Member States have resolved to

Expected accomplishments	Indicators of achievement	Accomplishments realized
classifications and standards in the data collected and better focus on prevailing needs. d) Enhance management of development information and adoption by member States of appropriate technologies for building and disseminating development information databases. e) Facilitate the establishment and use of coherent spatial databases within the framework of national information infrastructures, as well as partnership and networking in this area. f) Ensure the gradual integration of socio-economic data, collected and used by ECA, into spatial databases for storage, visualization and analysis.	formats. c) Increase in the number of countries adopting and/or implementing internationally recommended statistical norms and standards. d) Number of participants at meetings and degree of acceptance of reports produced. e) Number of member States at meetings of the Committee on Development Information (CODI) and Sub-committee on Statistics. f) Number of telecentres established, and number of countries establishing national strategies on spatial information issues.	implement the 1993 system of national accounts (SNA), which provides a framework for integrating a wide range of statistics. c) Provided training to over 180 experts from national and sub-regional institutions on a wide range of statistical areas and equipped them with the requisite skills. Intergovernmental consensus building facilitated and led to a high participation rate by Member States and their adoption of action plans to improve the range and quality of African statistics. National information and communication infrastructure (NICI) development process is underway in 28 African countries and out of these, 15 have already completed the process of developing their information and communication technology (ICT) plans and strategies. d) Member States demonstrated the need for cooperation and networking in sharing development and socio-economic information by launching, at CODI-2, the African Virtual Library and Information Network (AVLIN) as a platform for regional efforts to bridge the digital divide and enhanced development and socio-economic information networking and information sharing. e) Participation of member States in workshops and seminars on spatial data management has increased, reflecting a general interest in GI. Legislative bodies and external regional fora endorsed policies and strategies formulated by ECA on the future of GI in Africa. f) About 17 African countries have telecentres, which provide access to the wider community. African ambassadors based in Addis Ababa and Ethiopian journalists were sensitized and trained on challenges of ICT for development. Member States have understood the need for incorporating geo-information (GI) in national development policies, accepted the concept of national spatial data infrastructures (NSDI) and agreed to establish a permanent committee on NSDIs for Africa.
Legislative review	The Committee on Development Information (CODI), a subsidiary organ of the ECA Conference of Ministers, reviewed and endorsed the external evaluation of the programme of work of DISD in statistics, databases and information systems development and management, information and communication technologies, geo-information, and library and documentation services.	

Subprogramme 5. Promoting regional cooperation and integration

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Improved policy harmonization through the establishment of support mechanisms for enhanced sustainability of regional integration process. b) Develop effective resource mobilization strategies for the establishment of "missing links" in regional land transportation and communication networks to	a) Level of participation by Member States, their IGOs and other stakeholders in meetings organized by the Secretariat and their feedback to the outcome of the meetings. b) Extent to which resource mobilization strategies have been developed and implemented.	a) The Commission's major accomplishments under this subprogramme included: Enhanced partnerships with entities who solicited ECA's assistance on such key issues as financial viability and facilitation of dialogue on inter-Regional Economic Communities (REC). b) Sensitization of African countries and intergovernmental organizations to issues of relevance to economic cooperation and integration. c) Seminars organized with the various sub-regional transport organizations dealing with the development of transit corridors in the sub-region, the outcome of which indicated that African countries are prepared to make efforts to privatize some aspects of their transport management and operations and are aware of the benefits of transport facilitation as a measure towards the reduction of transit costs, especially for land-locked countries in the region.

Expected accomplishments	Indicators of achievement	Accomplishments realized
ensure efficiency of other links of air transport/multi-modal chain, such as ports, railways and inland waterways. c) Establishment and setting in motion of enhanced co-operation mechanisms and actions in the area of minerals and energy development. d) Ensure the launching of integrated and environmentally sound river basin development programmes.	c) Extent to which mechanisms and action plans have been established to enhance cooperation in the area of minerals and energy development. d) Extent to which recommendations or best practices identified by the Commission have been implemented by Member States.	d) Established partnerships to develop concrete ideas, concepts and a vision for utilizing Africa's water resources for socio-economic development. e) Ensuring increase in the number of countries, who have developed national visions and who have incorporated various aspects of the vision into the New Partnership for African Development. f) The organization of ad hoc expert group meetings on the establishment of sub-regional programmes for the development of energy and mineral resources, with participants agreeing to sensitize their respective governments on the need for sub-regional cooperation in the development of energy resources, particularly in promoting electric power trade through the inter-connection of electricity grids of member States. g) The assessment of the state of regional integration in Africa through the launching of the Annual Report on Integration in Africa (ARIA), conceived by ECA as a tool to annually evaluate and appraise progress made on the process of integration in Africa in order to provide a clear picture on the performance of Member States, RECs, and all associated organs and institutions.
Legislative review	Reviewed by ECA Conference of Ministers and by the Follow-up Committee through the reports of the Executive Secretary (E/ECA/MFC.2/6) in which Ministers commended ECA's efforts in identifying critical issues for the integration process in Africa. Report on the subprogramme's activities vis-à-vis the implementation of the decisions and recommendations of the first meeting of the CNRST-1 (ECA/FSSDD/RCID/CNRST/99/7) was presented to the second meeting of the Committee on Natural Resources, Science and Technology (ECA/RCID/FSSDD/049/01-CNRST-2) which took cognizance of the relevance of the subprogramme's activities.	

Subprogramme 6. Promoting the advancement of women

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Effective training of senior officials from national machineries in gender analysis and policy formulation. b) Reorientation of the programmes of the regional, sub-regional and national support services for women's empowerment. c) Ccapacity-building for enhancing the role of women leaders in politics. d) Raise awareness of decision and policy makers on the need to integrate gender perspective into national budgetary processes. e) Facilitate the improvement of	a) Number of national gender policies formulated in at least 2 sub-regions b) Number of Support Service programmes implemented at the regional, sub-regional and national levels. c) Number of training programmes completed for 2 sub-regions. d) Number of requests from parliamentarians and women groups for advocacy and policy briefs. e) Extent to which gender networking has been facilitated or improved.	a) Gender policies were formulated in some countries as a result of the technical support provided by the African Centre for Women (ACW), and elaborate tools were developed for monitoring and evaluating the Platforms of Action as well as for training purposes. b) Advisory services were provided for sub-regional workshops on: setting up enterprise development facilities for women entrepreneurs; designing of national gender policies and action plans; designing additional protocol to the African Charter on human and peoples' rights and domestic violence, which resulted in law reforms to combat domestic violence; and gender mainstreaming capacity assessment to ECOWAS. These services enabled Member States to: 1) Design credit programmes which are benefiting women entrepreneurs; 2) Design and implement gender equality programmes; 3) Provide gender mainstreaming capacity assessment to ECOWAS, which was used as a guide to develop its institutional gender policy action plans and programmes; 4) Assist NGOs in mobilizing support for the additional protocol. c) Capacity building and sensitization workshops were held for members of government and parliamentarians to facilitate greater awareness of gender sensitivity among government officials and their populations. The launching of the CD-Room in New York at the Beijing +

Expected accomplishments	Indicators of achievement	Accomplishments realized
gender networking.		5 and the presentation of the bilingual website contributed to positive results.
Legislative review	The first session of the Committee on Women and Development (CWD) recommended: (a) improved and enhanced human/financial capacity of departments responsible for women's advancement for the implementation of the Dakar and Beijing Platforms of Action; (b) institution/application of a quota system to ensure women's participation in state institutions and elected offices; (c) appointment of women at the policy making level of the OAU general Secretariat using the UN quota system and inclusion of women on country delegations attending meeting of OAU policy; (d) establishment of a presidential adviser on gender and development in each Member State; (e) undertaking of gender training for national leaders to enable them pursue a gender approach in departmental policy-making, programmes and project implementation; and (f) the reporting to the next meeting of CWD on implementation of these recommendations.	

Subprogramme 7. Supporting subregional activities for development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhanced capacity for institutional cooperation and integration in the subregions. b) Greater coordination and harmonization of development policies and programmes among member States in the subregions. c) Better coordination of the activities of the United Nations system, in general, and ECA in particular, in the sub-regions	a) The degree of policy convergence achieved in various sectors among the countries in the region. b) Incidence of collaborative arrangements established for substantive participation in the UN Resident Coordinator System and the joint implementation of operational programmes in the sub-region. c) Number of activities undertaken to strengthen coordination within the UN system.	a) Policies for transport and communication development were formulated to promote physical integration and to increase inter-country trades. Capacity building activities for revitalizing integration and promoting post-conflict reconstruction and enhanced cooperation with Member States and institutions on various issues were also undertaken. b) Technical publications for adoption by member States on new techniques and tools for policy analysis and strengthening cooperation and integration in the field of food security diversification were issued and widely disseminated. Flagship publications on economic and social conditions in the region and a study on harmonization of definitions and selection of performance indicators for the road sector were issued. c) The Commission strengthened collaboration with other UN agencies and jointly prepared the Common Country Assessment and Development Framework for Assistance and participation in the UN system. It also prepared a report on mining to assist Member States in the harmonization of mining legislations and regulations, which has been adopted by the Consultative Committee. It organized a sub-regional forum on oil and gas industry, where the participants recommended the holding of the Forum every 18 months and the issuance of a bi-monthly bulletin on the industry development in the region. d) Two ad hoc expert group meetings on long-term development perspectives and commercialization of research results were organized, and attended by 21 high-level experts who recognized the relevance and timeliness of the meetings and decided to establish a technical committee to promote the valorization and commercialization of research results and exchange of experience. e) Other accomplishments included a pilot National Information and Communication Infrastructure development Plan (NICI), which brought a new perspective in the area of ICTs; harmonization of trade liberalization regimes of various intergovernmental organizations; sub-regional cooperation in capacity building in the management of natural resources; raising awareness of the leadership and other stakeholders and support to the Great Lakes Initiative on AIDS (GLIA); launching of an initiative on the strengthening of regional cooperation for peace and development and cooperation with UNDG organization in the preparation of CCAs and UNDAF. These activities significantly contributed to an increased awareness of: development constraints in the region and the millennium targets for poverty reduction; the developments in finance groups and implications of monetary policies; infrastructures and human resources as major factors in the New African Initiative; and the need to adopt alternative policies and practices for food security and sustainable development, and for an operational planning tool beyond the PEDA model.

Expected accomplishments	Indicators of achievement	Accomplishments realized
Legislative review	The Inter-Governmental Committee of Experts and the ECA Conference of Ministers are the relevant bodies that conducted the assessments of the sub- programmes and quality of programme. The reviews commended the high quality of documents in term of contents and presentations, and programme activities. The participants appreciated the new innovative idea of organizing public lectures at which sub-regional issues of concern were discussed. Reviews by the Ad hoc Experts Group on Gender Networking to control HIV/AIDS designed a strategic follow-up action plan for engendering the HIV/AIDS Strategic Framework and Programme 2000-2004. They also reviewed the working document and made pertinent recommendations to Member States for consideration. The meeting on the development of technical training institutions for mineral resources development was reformulated to address the development of small-scale mining. The recommendations, drawn from the study and adopted by the Forum, constituted part of the way forward.	

Section 17. Economic and social development in Asia and the Pacific

Actual programme performance in relation to programme budget commitments for 2000-2001 (quantifiable outputs only)

	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
Subprogramme	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Economic and social development in Asia and the Pacific										
1 Regional economic cooperation	121	14	31	21	171	2	4	10	92	93
2 Development research and policy analysis	91	4	11	5	107	0	1	3	96	96
3 Social development	197	13	3	30	222	5	1	15	92	93
4 Population and rural and urban development	160	7	0	3	162	1	4	3	96	96
5 Environment and natural resources development	152	18	12	6	164	3	5	16	88	89
6 Transport, communications, tourism and infrastructure development	96	5	0	11	107	0	3	2	95	96
7 Statistics	114	2	0	1	113	0	0	4	97	97
Total:	931	63	57	77	1046	11	18	53	93	94

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized (all outputs)

	Regular		Extrabudgetary		Total				Grand total	Q**
Subprogramme	*Professional*	*Consultant*	*Professional*	*Consultant*	*Regular*	*Extra-budgetary*	*Professional*	*Consultant*		
Economic and social development in Asia and the Pacific										
1 Regional economic cooperation	*371.15*	*33.5*	*148.13*	*118.7*	*404.65*	*266.83*	*519.28*	*152.2*	*671.48*	*42*
2 Development research and policy analysis	*250.75*	*2.5*	*0*	*28.5*	*253.25*	*28.5*	*250.75*	*31*	*281.75*	*81*
3 Social development	*263.75*	*9*	*89.75*	*161.5*	*272.75*	*251.25*	*353.5*	*170.5*	*524*	*43*
4 Population and rural and urban development	*273.25*	*8.5*	*53.5*	*67*	*281.75*	*120.5*	*326.75*	*75.5*	*402.25*	*45*
5 Environment and natural resources development	*405.5*	*10.25*	*46.75*	*38.5*	*415.75*	*85.25*	*452.25*	*48.75*	*501*	*49*
6 Transport, communications, tourism and infrastructure development	*332*	*2*	*223.75*	*126.25*	*334*	*350*	*555.75*	*128.25*	*684*	*63*
7 Statistics	*161.75*	*0*	*22.25*	*3.75*	*161.75*	*26*	*184*	*3.75*	*187.75*	*49*
Total:	*2058.15*	*65.75*	*584.13*	*544.2*	*2123.9*	*1128.33*	*2642.28*	*609.95*	*3252.23*	*52*

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 17. ESCAP -qualitative assessment of programme performance

Subprogramme 1. Regional economic cooperation

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Sensitization of policy makers in the developing countries to the emerging challenges and opportunities and assistance in identifying positive elements of common interest for future negotiations at the WTO, as well as to emerging issues regarding industrial and technological development. (b) Strengthened institutional and human capacities and cooperation for the promotion of industrial development, technology transfer and diversification of exports, which are of strategic importance to least developed countries, landlocked countries and Pacific island countries, and countries with economies in transition. (c) Strengthened institutional and human capacities and cooperation for the promotion of industrial development, technology transfer and diversification of exports, which are of strategic importance to least developed countries, landlocked countries and Pacific island countries, and countries with economies in transition. (d) Strengthened institutionalized cooperation in trade, industry and technology through networks of information, research and training.	Feedback from national governments, national institutions and participants in the activities organized by ESCAP; Level of participation by the private organizations in ESCAP networks. Reports from participating countries in legislative and intergovernmental meetings, indicating their capacity for effective application of environmentally sound technologies had improved.	Better understanding among policy makers of trade issues (including WTO issues), industry and technology concerns, including human resources requirement for application of information and communication technology, in dealing with prospects and challenges of globalization. Strengthened regional economic cooperation, particularly through China's accession to the Bangkok Agreement. Strengthened national capacity in effective trade policy formulation and in dealing with global trade issues and trade facilitation. Strengthened institutional and human capacities for effective applications of environmentally sound technologies. Improved capacity in investments realization; continued efforts at strengthening the private sector's participation in networking, research and training.

Subprogramme 2. Development research and policy analysis

Expected accomplishments	Indicators of achievement	Accomplishments realized
Enhanced national capacity to deal with the emerging economic and social problems arising from the globalization and liberalization process in the region, including the challenges faced by the least developed, landlocked and Pacific island countries of the region, strengthened coordination among national policy-making institutions and enhanced regional cooperation.	Feedback from the Governments on research and analyses of the secretariat. Volume of downloads from the relevant ESCAP Homepage. Increase in collaborative arrangements among national policy-making institutions in the region.	Increased understanding of the development trends and emerging critical problems in the region, including issues related to monitoring of financing for development. Enhanced understanding among LDCs in the region of the crucial issues for promoting development in their countries such as financing for development, social issues (particularly in education and health and, access to those services by the poor and women), external trade and economic infrastructure. Increased regional and subregional dialogue among national policy-making institutions to address emerging economic issues.

Subprogramme 3. Social development

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Increased attention given by national policy and programme personnel and intergovernmental and NGOs to development trends and programmes that impact on social development, focusing on poverty alleviation and social integration; the importance of promoting the rights and full participation in society of older persons, disabled persons and other disadvantaged and socially excluded groups,	Incorporation of social development issues, in particular on social integration, ageing and disability, key human	Increased ability of national policy makers to reflect regional trends and issues into developing realistic plans and programmes in the areas of poverty alleviation, vulnerability, social protection and social

Expected accomplishments	Indicators of achievement	Accomplishments realized
as central to development; key human resources development issues, including education and skills development, integrated approaches to health, and employment and income-generation; deepening poverty among women; measures to empower women; protection of women's rights as human rights through strengthened legal and institutional mechanisms, and promotion of integrated means to combat violence against women and trafficking in women and children; and mechanisms for gender mainstreaming and promotion of the advancement of women through national machineries for the advancement of women, NGOs and other civil society partners and through information networking; (b) Development of options for policy measures and identification of best practices by which national policy makers and programme administrators in governmental and non-governmental sectors could address critical social challenges; (c) Upgraded skills of social development personnel in both the public and non-governmental sectors on effective planning and delivery of basic social services.	resources development issues and gender mainstreaming, in national policy documents, planning documents and legislation; Evidence that national machineries have been established and strengthened for promoting social development; Increase in cooperative arrangements between ESCAP and other UN bodies, IGOs and NGOs.	integration, disability, key HRD issues and gender mainstreaming; Increased attention by Governments to policies and programmes on population ageing; Strengthened networks of national policy makers, programme administrators and other stakeholders to address critical social issues; Enhanced expertise of social development personnel to promote and conduct HRD policy and to plan and deliver basic social services; Greater public awareness of critical social issues, especially HRD and disability issues.

Subprogramme 4. Population and rural and urban development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Strengthened capacity of government planning officers to incorporate population factors into development planning through improved research and evaluation of subprogrammes; b) Delivery of regional inputs to the fifth Asian and Pacific Population Conference; c) Improved skills at the national level in acquisition, processing, management and dissemination of information; d) Increased availability of population publications and databases on the Internet; e) Enhanced institutional development for rural poverty alleviation; f) Improved information on proper usage of agro-chemicals for sustainable agricultural development; g) Enhanced capacity of and dialogues between local and national government officials and civic groups to address emerging issues in urban governance; h) Strengthened capacity of Governments to monitor the implementation of the Habitat Agenda.	Evidence of incorporation of population factors in national development policy documents and feedback from UNFPA country teams. Timeliness and quality of the population data and information from national statistical offices. Feedback from the end-users of ESCAP outputs and services, including requests to participate in future ESCAP activities under self-financing arrangements. Progress achieved by Governments in meeting the targets set in the national action plans concerning the Habitat Agenda.	Enhanced ability of policy makers to address sustainable strategies for poverty alleviation and reproductive health through effective research and policy analysis. Wider and timely availability of regional population data and information through the increased use of information technology, country networking and expansion of website; Increased sharing of "best practices" on rural poverty alleviation between national organizations participating in ESCAP projects; Enhanced capacity of and dialogue between local and national government officials and civic groups to address urban governance issues; Increased dialogue and participation in decision-making process by different social groups, particularly women and low-income communities; Better regional perspectives for the global reviews and further follow-up to ICPD and Habitat II and strengthened national capacity to monitor the implementation of those global agreements.

Subprogramme 5. Environment and natural resources development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Enhanced national capacity for integrating environmental considerations into economic and social policies; improvement of energy efficiency and conservation potentials; wider application of renewable energy technologies; formulation and implementation of integrated development and management policies in the water, mineral and marine resources sectors; natural disaster preparedness and mitigation; and application of space technology through human resources development activities; b) Comprehensive regional review of the implementation of Agenda 21 and international environmental conventions; c) Strengthened regional and subregional cooperation on environment; d) Development of the Minimum Common Programme on space technology applications.	Feedback from the end-users of ESCAP outputs and services. Action by member States on agreed outcomes of subregional and regional meetings. Level of participation by civil society entities in major activities organized by ESCAP. Best practices adopted by countries with the assistance of ESCAP. Policy initiatives in developing countries concerning different sectors of environment and natural resources development.	Strengthened national capacity to improve regulatory mechanisms and legislative frameworks, medium-and long-term integrated planning and strategy development related to the protection of environment and the management of natural resources; Comprehensive regional review of the implementation of Agenda 21 and international environmental conventions; Increased level of regional cooperation, especially in environment and energy development; Increased public awareness of critical issues related to the protection of environment and the management of natural resources in the region; Increased sharing of best practices in operational applications of space technology modes and methodologies for sustainable development.

Subprogramme 6. Transport, communications, tourism and infrastructure development

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Completion of the formulation of the Asian Highway and the Trans-Asian Railway; b) Increased awareness of the use of the Asian highway and the Trans-Asian Railway for international trade and tourism; c) Accession by a significant number of Asian countries to the conventions listed in Commission Resolution 48/11; d) Progress towards the development of regional transport infrastructure agreements and harmonization of navigation rules and regulations along the Mekong River; and improvement of the environment for private sector participation in infrastructure development and operations; e) Increased awareness by decision makers of the options available for adopting more commercially oriented approaches to the development and operation of transport facilities and services, including those related to the environment, human health and safety; f) Strengthened capacity of tourism planners in policy formulation and planning in tourism;	Level of national participation in the Asian Land Transport Infrastructure Development Project (ALTID) and assistance requested by subregional organizations in the development of subregional infrastructure networks. Feedback from the end-users of ESCAP outputs and services; and assessment by member States of the results of implementation of the Regional Action Programme for Implementation of the New Delhi Action Plan on Infrastructure Development in Asia and the Pacific. Feedback from national tourism development offices and level of participation in the Network of Asia-Pacific Education and Training Institutes in Tourism	Formulation of the Asian Highway nearing completion (from 90,000 km to 130,000 km; 25 to 30 participating countries). Significantly increased number of Asian countries, acceding to the conventions on roads and rail transport modes in relation to facilitation measures (as listed in Commission resolution 48/1) and the agreement by the member Governments to integrate inland water connections into the ALTID Project. Increased awareness of decision makers of commercially oriented policies/practices; improved data and analytical results in transport to facilitate decision-making; progress made towards improving environment for private participation; strengthened capacity of transport logistics planners and operators to provide improved services; progress made towards establishment of institutional arrangements for key stakeholders to participate in decision-making. Strengthened capacity of tourism planners in policy formulation and planning for sustainable tourism development and increased cooperation among national tourism organizations and training institutes through

Expected accomplishments	Indicators of achievement	Accomplishments realized
g) Increased cooperation among national tourism organizations and tourism education and training institutes.	(APETIT).	APETIT.

Subprogramme 7. Statistics

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Improved coordination of and collaboration on statistical development and statistical standards in the region;	Feedback from stakeholders dealing with the development of statistics in the region.	Better understanding, by the management and senior technical experts of national statistical services, the user community and policy makers, of recent innovations achieved, and of challenges and constraints faced by national statistical offices in the region.
b) Increased national capacity in development of statistical information systems and use of information technology.	Level of the availability of comparative data on social and economic development from countries in the region.	Identification of significant regional issues in official statistics and continuing efforts in national capacity building in the use of IT and the development of poverty statistics, environment statistics and gender statistics. Increased availability of data on socio-economic situation of the ESCAP region.

Legislative review	All subprogrammes are reviewed by the relevant legislative Committees and the entire programme is reviewed annually by the Commission. In 2000, the Commission requested more prudent planning, management and implementation of the programmed activities, including further streamlining of its publications. It urged the full implementation of the guidelines on ESCAP publications activities and encouraged the greater use of ESCAP websites for more timely and cost-effective dissemination of data and information.. In 2001, the Commission highlighted the importance of strengthening the ability of ESCAP to monitor programmes and evaluate the impact of its activities. It stressed that carrying out more transparent and verifiable programme monitoring and impact assessment was an essential step towards ascertaining and enhancing the effectiveness of ESCAP.

Section 18. Economic development in Europe

Actual programme performance in relation to programme budget commitments for 2000-2001 (quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Economic development in Europe										
1 Environment	464	13	4	61	445	6	20	91	77	80
2 Transport	1346	1	164	111	1518	39	3	62	96	96
3 Statistics	250	6	0	82	264	0	6	38	83	86
4 Economic analysis	36	9	2	2	38	0	7	4	77	78
5 Sustainable energy	159	9	0	7	139	23	5	8	93	93
6 Trade, industry and enterprise development	596	16	333	58	894	1	10	98	89	89
7 Timber	80	11	1	2	81	4	5	4	90	90
8 Human settlements	24	2	1	2	23	2	0	4	85	86
Total:	2955	67	505	315	3402	75	56	309	90	90
Grand total:	2955	67	505	315	3402	75	56	309	90	90

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized (all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q*
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Economic development in Europe										
1 Environment	486	3	0	37	489	37	486	40	526	95
2 Transport	421	12	65	0	433	65	486	12	498	96
3 Statistics	360	10	12	30	370	42	372	40	412	85
4 Economic analysis	349	17	39	7	366	46	388	24	412	79
5 Sustainable energy	127.5	72	72	19.5	199.5	91.5	199.5	91.5	291	73
6 Trade, industry and enterprise development	449.5	2	51	14.5	451.5	65.5	500.5	16.5	517	83
7 Timber	72	0	8	0	72	8	80	0	80	78
8 Human settlements	56	0	0	10	56	10	56	10	66	81
Total:	2321	118	347	118	2437	365	2568	234	2802	86
Grand total:	2321	116	347	118	2437	365	2568	234	2802	86

Q* - the percentage of workmonths devoted to quantifiable outputs

Section 18. Economic development in Europe- qualitative assessment of programme performance

Subprogramme 1: Environment

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased and improved application of ECE environmental conventions and their protocols in national legislation and a more harmonized legal environmental regime throughout the ECE region; Greater public awareness of environmental issues and increased public participation in the decision-making process; Improved environmental management at the pan-European level and accelerated sustainable development in the ECE region, including the integration of environmental considerations into other sectors of the economy, especially in countries with economies in transition; and Strengthened cross-sectoral international cooperation and coordination in the ECE region.	The number of new ratifications/accessions to the conventions and protocols; the number of agreements concluded under the conventions. The number of guidelines/recommendations developed. The number of national and international events under the conventions. Measures or national legislation put in place by countries to enhance environmental information and/or to enable public participation in decision-making. The number of countries adopting measures with respect to the outcome of the fourth Ministerial Conference on Environment for Europe. The number of recommendations made in environmental performance reviews (EPR) that are adopted by countries under review. Number of meetings on cross-sectoral activities.	63 ratifications and accessions to the ECE environmental conventions and protocols; more than 100 bilateral and multilateral agreements were concluded under the conventions. Parties to the conventions and protocols developed and adopted 12 guidelines and recommendations to facilitate the implementation of the ECE legal instruments, especially in countries in transition. More than 120 international meetings were conducted under the ECE environmental Conventions and protocols. Parties to the Aarhus Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters reported to the meeting of the Signatories what measures and provisions they have put in their legislation to implement the Conventions thereby ensuring access to environmental information and public participation in decision-making. About 75% of the ECE countries adopted or implemented measures with respect to the outcome of the fourth Ministerial Conference on Environment for Europe. One outcome of this Conference was that the Aarhus Convention was signed and subsequently entered into force on 30 October 2001. All recommendations made in the EPRs of countries in transition have been adopted by the Committee on Environmental Policy (CEP) and about 60% of short-term recommendations have been implemented. Average number of the recommendations for each country is about 80. About 15 international events were held on such cross-sectoral activities as transport, environment and health; energy and the environment; and cooperation between the five ECE Environmental Conventions.

Legislative review	The Committee on Environmental Policy (CEP) annually reviews its programme of work in detail and has expressed its satisfaction with activities carried out during 2000-2001.

Subprogramme 2: Transport

Expected accomplishments	Indicators of achievement	Accomplishments realized
An increased and updated set of international legal instruments in the field of transport.	The number of new and revised instruments.	Two new instruments have been developed and signed, but are not yet in force: The Convention on the Contract for the Carriage of Goods by Inland Waterway (CMNI, 2001) established a single harmonized regime of contractual liability in inland navigation; and the adoption of the European Agreement on the Carriage of Dangerous Goods by Inland Waterways (AND, 2000) will harmonize the relevant regime in the near future. Several ECE member States adopted relevant legislation. Five transport agreements have been amended. Three of them introduced new itineraries and extended European road and rail networks to Caucasus and Central Asia, thereby establishing the basis for the integration of those regions. Another one introduced new combined transport links and border crossing points into the network. The fifth one harmonized national and international road transport of dangerous goods

Expected accomplishments	Indicators of achievement	Accomplishments realized
		requirements in the ECE region with the 1999 UN Recommendations and derived international instruments. In addition, the UN Recommendations on the Transport of Dangerous Goods have been revised to allow all governments and international organizations concerned with transport of dangerous goods regulations to update their national, regional or international instruments in a harmonized way.
An increased number of contracting parties to those legal instruments.	The number of registered accessions to legal instruments.	The number of new contracting parties was about 60, the number of new signatures was 10. Countries of Caucasus and Central Asia are particularly active in acceding to legal instruments, which offer them greater access to other markets in Europe.
Improved traffic safety in the ECE region.	The number of new and amended road safety prescriptions.	Amendments to existing road safety instruments were as follows: road traffic -12, road signs and signals - 6, European Agreement - 4, road markings -1. Finances were the restraining factor in terms of infrastructure, training, etc. New provisions will ensure a higher level of safety particularly for vulnerable road users – cyclists, pedestrian, etc.
Improved international vehicle regulations ensuring a higher level of safety and environmental performance of those vehicles	The number of new and amended vehicle regulations.	Four new regulations, 121 amendments to existing 65 regulations. New and updated regulations enhance road vehicle control concerning safety, protection of the environment and energy conservation.
Easier border crossing, particularly for transport of goods.	The number of relevant new provisions.	Seven new provisions were approved in principle in 2001. They will facilitate efficient border crossing procedures by road covering different types of goods, vehicles, drivers, procedures and infrastructures.
Improved transport systems and infrastructures, in particular in countries in transition.	The number of amendments to infrastructure agreements	The number of amendments to infrastructure agreements (road -14; rail -39; combined transport -2)) strengthens infrastructure integration in the ECE region through its extension to Caucasus and Central Asia. For inland European waterways, an inventory of bottlenecks and missing links was established. As networks are largely completed, the improvement of their quality, safety and environment will now be addressed.
Legislative review	The Inland Transport Committee approved the work of its 18 subsidiary bodies. ECOSOC expressed appreciation for the work of the Committee of Experts on the Transport of Dangerous Goods and the Globally Harmonized System of Classification and Labelling of Chemicals in 1999-2000 and approved its programme of work for 2001-2002 .	

Subprogramme 3: Statistics

Expected accomplishments	Indicators of achievement	Accomplishments realized
The use of improved and new statistical methodologies in national statistical offices in the region. The wider implementation of statistical methods and standards relevant to market economies in national statistical offices of countries with economies in transition in the region. The collection of statistical data for the	Demand from countries for assistance in implementing statistical methods, techniques or standards relevant for market economies. Successful completion of the statistical data	The intergovernmental meetings under the aegis of programme of the Conference of European Statisticians facilitated adoption, particularly in transition economies, of statistical methods, techniques and standards relevant for market economy countries. One recent example is the intention to develop an integrated tool for collecting statistical metadata based on the IMF Statistical Data Dissemination Standards (SDDS. The divisional Economic database, which is the main source of statistical data for the "Economic Survey of Europe" and other publications, was constantly updated.

Expected accomplishments	Indicators of achievement	Accomplishments realized
ECE statistical and analytical publications. Improved coordination among international organizations in the collection and sharing of statistical data on countries in the region and in the development and implementation of methods and techniques that ensure international comparability of data.	collection. Satisfaction of member states with a decrease in the reporting burden and in duplications of data requests. The number of joint undertakings with other international organizations.	Statistical data were collected for the 2001 edition of "Trends in Europe and North America". To decrease the reporting burden and duplications of data requests from international organizations, all of the six questionnaires regularly sent to member countries by the ECE Statistical Division are joint questionnaires, prepared together with other international organizations. Of the 24 intergovernmental meetings organized by the ECE Statistical Division, two thirds were organized jointly with other international organizations and only 8 were organized exclusively by the ECE Statistical Division.

Legislative review	The Conference of European Statisticians and its Bureau regularly reviews the quality of outputs and have expressed their satisfaction with the work done.

Subprogramme 4: Economic analysis

Expected accomplishments	Indicators of achievement	Accomplishments realized
The availability of high-quality economic information and analysis to member Governments, bodies and agencies of the UN system, other international organizations, the private sector and NGOs. High-quality substantive economic discussion taking place among the participants of the seminars and other meetings of the Commission. The results of the population activities would be an enhanced knowledge of and a strengthened national capacity in the formulation and implementation of key national population policies and programmes in ECE countries, in particular those with economies in transition.	Demand for ECE economic analysis and information. The feedback from end-users. The number and range of participants at seminars and ECE other events. Participants confirming usefulness and policy relevance of the events. Countries expressing appreciation of the population-related activities carried out.	The *Survey* has continued to be one of the best selling UN publications in the field of economic analysis, at about 1100 copies per issue in Geneva and New York. This level of sales suggests that the Survey contributes to a better understanding of economic developments and problems in Europe and elsewhere. To enlarge readership, the Survey is now accessible on the Internet. The Spring Seminar in 2001, "Creating a Supportive Environment for Business Enterprise and Economic Growth: Institutional Reform and Governance", was widely regarded as a success and provided an opportunity for a free and open discussion among policy makers, academics and representatives of international institutions. Of 250 participants, about half were from governments and the rest were from the academia and the private sector. An opinion survey of them strongly confirmed the usefulness and policy relevance of this event. Participation and involvement of countries in the two main areas of activity, i.e. the Generations and Gender Programme (GGP) and the Project on Population Ageing, are evidence of their interest in and appreciation of the work. The GGP inter-regional meetings were well attended by representatives of population institutes, national statistical offices and academia. The outcome set the stage for region-wide participation of countries in this programme. In the field of ageing, three Expert Meetings, with over 50 participants from 25 countries, were convened for the preparation of the Ministerial Conference on Ageing. Several member States have provided funding to the preparatory work for the Conference, demonstrating support for this work.

Legislative review	The Economic Commission for Europe expressed is satisfaction with the economic analysis and statistical data contained in the Survey.

Subprogramme 5: Sustainable energy

Expected accomplishments	Indicators of achievement	Accomplishments realized
The adoption of norms and standards, including labelling and classification systems, the	Number of countries adopting the ECE Framework Classification for Reserves	The ECE Framework Classification for Reserves and Resources (UNFC) was implemented in the energy and mineral sectors in 60 countries. The process of implementation is continuing to spread to other countries and regions of the world. The

Expected accomplishments	Indicators of achievement	Accomplishments realized
harmonization of legislation, regulations and policies in the field of energy and the provision of assistance in their worldwide implementation in cooperation with other regional commissions.	and Resources as national standard.	Guidelines for the Practical Application of the UNFC were completed
The identification of issues and related recommendations in the restructuring, liberalization and opening up of energy markets.	The number of countries adopting market-oriented legislation, policies, norms and standards.	European Union and North American experience on restructuring and liberalization of energy markets transferred to countries with economies in transition. Most central and eastern European countries have restructured their energy industries and have, in most cases, adopted legislation that will lead to the opening up and liberalization of their energy sectors by 2004-2005.
The implementation of energy efficiency projects and demonstration zones as well as training on project financing and management.	The number of bilateral and multilateral energy efficiency initiatives resulting from technical assistance activities. The number of energy efficiency demonstration zones established and maintained. The number of investment projects included in training on financial engineering	Energy Efficiency Investments for Climate Change Mitigation - the UN Foundation (UNF)-supported project, has established 6 bilateral and multilateral cooperative initiatives between 5 beneficiary member states in Eastern Europe and western partners. Through these agreements additional advisory services, information and consultancy on energy efficiency investment projects and related policy reforms are provided. Beneficiaries at the municipal level are trained in project development. At the national level, information on new methods of project finance is disseminated. At the international level, beneficiary countries are assisted in the application of the Kyoto Protocol methodologies. Under the same project, 19 energy efficiency demonstration zones have been established in municipalities in five countries. These zones provide local authorities with practical methods of achieving energy efficiency improvements through technical changes, energy management and policy reforms. At the national level, they provide a focus for international cooperation. At the international level, the demonstration zones serve as best practice examples for East-East co-operation between economies in transition. Under the UNF-supported project, 80 initial investment project proposals have been identified and evaluated. Approximately 30 of the best proposals are being developed as pre-feasibility study business plans through training courses underway or planned in each beneficiary country.
Formulation of recommendations on environment-energy linkages in the context of the Kyoto Protocol follow-up and the implementation of ECE environmental convention and protocols, notably in the coal and thermal power sectors.	Recommendations for sustainable development agreed upon at the regional level. Environment issues reflected in various energy programmes and projects.	Statement on "Sustainable Development: A Regional Perspective", adopted by over 200 representatives from 38 ECE countries and transmitted as the ECE's regional contribution to the Commission on Sustainable Development in 2001. Twenty-one countries participate actively in the Energy Efficiency 21 project including the work on Kyoto protocol follow up, which involves the development of tools for emissions trading. The Ad Hoc Group of Experts on Coal and Thermal Power has an ongoing programme on closure of mines and mitigation of their environmental consequences as well as on Clean Coal Use.

Expected accomplishments	Indicators of achievement	Accomplishments realized
Facilitating the transfer of information and market-oriented natural gas policy-making knowledge to countries with economies in transition.	Relevant training and technical assistance.	Technical assistance, capacity building and training was provided to economies in transition on industry restructuring, opening up and liberalizing of natural gas markets, privatisation, transportation tariffs, rate making, financing and investment criteria. Between 25 and 30 countries, and their natural gas industries, regularly take part in the activities of the Working Party on Gas and the Gas Centre (extrabudgetary programme).

Legislative review	Committee on Sustainable Energy welcomed the widespread implementation of UNFC and recommended that further assistance from ECE should be provided. The Ad Hoc Group of Experts on Coal and Thermal Power agreed on the importance of cleaner coal technologies. The Steering Committee of Energy Efficiency 21 "expressed their satisfaction with the development of the new project.

Subprogramme 6: Trade, industry and enterprise development

Expected accomplishments	Indicators of achievement	Accomplishments realized
Adoption and use of new legal acts and procedures in the countries with economies in transition based on ECE recommendations. The direct participation of the private sector and Governments in the elaboration and implementation of new standards and recommendations on electronic business and on perishable produce. Increased awareness and implementation of best practices, procedures and guidelines in the countries with economies in transition in the areas of trade and investment promotion, enterprise development, standardization and industry restructuring. A wider involvement of the private sector in the subprogramme's activities as well as more public-private partnerships in relevant areas at the country level.	The number of new and revised recommendations Joint meetings with government and private sector participants. The establishment of national trade facilitation committees and multiplier/dissemination points. The number of private sector representatives participating.	Five new and three revised recommendations have been approved by 46 Member States, 6 intergovernmental organizations, 7 UN bodies and 6 NGOs, thus showing the wide level of support for them. Through the UN/CEFACT informal working groups, participants representing both government and private industry work together in order to develop electronic business standards and trade facilitation recommendations. In addition, private sector representatives contribute directly to the development of agricultural standards under the auspices of the Working Party on Standardization of Perishable Produce and Quality Development. Eleven new trade facilitation committees have been established in Southeast Europe to promote and implement international trade facilitation procedures and recommendations. They are joint public/private sector initiatives and, therefore, demonstrate cooperation and interest from both sectors in the ECE's work on trade facilitation. During the last year, 36 national multiplier points have also been established in 18 member countries with transition economies with a further six under establishment. Multiplier points are national dissemination and promotion centres that have volunteered (with no funding from the ECE) to promote the work under this subprogramme within their countries. A large number of private sector representatives participate in this subprogramme. During the past year (the only period for which there are statistics) 473 private sector representatives have participated in official meetings.

Legislative review	The Committee on Trade, Industry and Enterprise Development agreed on the importance of trade facilitation to all countries and all their economic stakeholders and reaffirmed its commitment to the issue. It welcomed the progress achieved by the subprogramme.

Subprogramme 7: Timber

Expected accomplishments	Indicators of achievement	Accomplishments realized
Further improvement of a comprehensive set of information and analysis,	A positive assessment by the joint FAO/ECE Working Party on Forest Economics and	Statistics and analyses on all parts of the forest and forest products sector were produced, notably *Forest Resources of Europe, CIS, North America, Australia, Japan and New Zealand (TBFRA)* (UNECE/FAO, 2000), which is now the key reference work in this area.

Expected accomplishments	Indicators of achievement	Accomplishments realized
based on statistics, related to all major aspects of the forest and forest product sector, including the analysis of controversial policy topics (this will be a recognized major contribution to the ministerial programme of action for European forests).	Statistics of the information and analysis produced. The satisfactory evaluation of information and analyses by users. Approval of a pan-European programme of work by the Vienna Ministerial Conference on the Protection of Forests in Europe (MCPFE).	Increasingly the work addresses policy relevant issues, notably in the ongoing preparation of the European forest sector outlook study (EFSOS). As regards the indicators of achievement: - All of the information and analysis work is regularly reviewed by the Working Party, which has warmly endorsed the results achieved and the approaches used. - A survey of users of the annual publications revealed general user satisfaction, and made a number of recommendations for improvement, which have been implemented. A survey of TBFRA users and how they use it has also been carried out, and the implications of the results are being analysed. - The MCPFE has adopted a work programme: a third of the items in it are being carried out by ECE, a clear indication of the policy relevance of those activities, as well as of ECE's ability to work with a wide range of partners.
Capacity-building in the forest/timber sector of countries with economies in transition.	Satisfactory evaluation of workshops and seminars by participants	Six seminars or workshops were implemented, and participants requested to provide feedback, which was mostly very positive.
Improved coordination of activities, especially as regards statistics and information, among international organizations active in the sector.	Independent assessment (by joint FAO/ECE Working Party) of the effectiveness of the cooperative arrangements between the concerned organizations.	All of the information/statistics work is carried out in close cooperation with partners, notably FAO and the other organisations cooperating in the Intersecretariat Working Group on Forest Sector Statistics, with the intention of reducing the reporting burden, eliminating contradictions between different organisations' data sets and providing a better service to the community. This cooperation, which becomes ever closer has met with warm praise from countries and the Working Party.
Legislative review	Annual sessions of ECE Timber Committee, as well as of Joint FAO/ECE Working Party on Forest Economics and Statistics and Joint FAO/ECE/ILO Committee on Forest Technology, Management and Training review implementation of the subprogramme and ensure government endorsement of, and participation in, the subprogramme. All Bodies mentioned have expressed satisfaction of the quality of the work done.	

Subprogramme 8: Human Settlements

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased responsibility and improved management by local authorities and greater involvement by the private sector and the public in the human settlements sector. Improved registration of real property rights and increased dynamics of the land market in a number of ECE countries.	The number of adopted and implemented recommendations on reforms of the housing sector. Adopted recommendations on improvements in national land registration systems.	Country studies on the housing sector were carried out in three countries. For each of them some 60-70 recommendations were made, including for actions at local levels. These recommendations covered the major areas for the housing sector development: housing policy reform; existing housing stock; legal framework; institutional framework and financial aspects. Recently, the countries reported that 30-40% of these recommendations and initiatives have been implemented; other recommendations are in different stages of elaboration and implementation. ECE guidelines established as a policy framework for effective management of land and land information are being implemented through workshops and country-specific studies resulting in practical recommendations. Four workshops were held and some 90-100 practical recommendations were adopted. Land administration reviews were implemented in two countries. On the basis of such study the Government of Armenia prepared the National Concept Paper on Land Reform and a proposal for a land administration pilot project at the regional level.
Legislative review	The Ministers of housing and spatial planning of the ECE member countries adopted the ECE Strategy for Sustainable Quality of Life in Human Settlements, as well as the Ministerial Declaration. The Strategy would help ECE to define areas of specific competence to address human settlements challenges through a comprehensive approach while ensuring synergies among ECE, other international organizations and stakeholders.	

Section 19. Economic and social development in Latin America and the Caribbean

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
Subprogramme	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Economic and social development in Latin America and the Caribbean										
1 Linkages with the global economy, competitiveness and production specialization	20	2	0	0	17	0	3	2	77	77
2 Integration, open regionalism and regional cooperation	47	0	0	0	42	0	2	3	89	89
3 Productive, technological and entrepreneurial development	36	0	0	0	34	0	2	0	94	94
4 Macroeconomic equilibria, investment and financing	95	0	0	0	74	0	3	18	78	78
5 Social development and social equity	19	0	0	0	19	0	0	0	100	100
6 Administrative management	29	0	0	0	22	0	7	0	76	76
7 Environmental and land resource sustainability	102	2	0	0	99	0	2	3	95	95
8 Population and development	34	0	0	0	33	0	0	1	97	97
9 Statistics and economic projections	49	1	0	0	48	0	2	0	96	96
10 Subregional activities in Mexico and Central America	57	2	0	0	56	1	0	2	97	97
11 Subregional activities in the Caribbean	133	0	0	0	115	0	0	18	86	86
12 Mainstreaming the gender perspective into regional development	27	0	0	0	27	0	0	0	100	100
Total:	648	7	0	0	586	1	21	47	90	90
Grand total:	648	7	0	0	586	1	21	47	90	90

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q^{**}
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Economic and social development in Latin America and the Caribbean										
1 Linkages with the global economy, competitiveness and production specialization	164	0	15	0	164	15	179	0	179	98
2 Integration, open regionalism and regional cooperation	70.05	0	19	0	70.05	19	89.05	0	89.05	85
3 Productive, technological and entrepreneurial development	259.65	0	139	37	259.65	176	398.65	37	435.65	46
4 Macroeconomic equilibria, investment and financing	366.5	0	75.5	0	366.5	75.5	442	0	442	87
5 Social development and social equity	143.7	0	81.65	100.5	143.7	182.15	225.35	100.5	325.85	44
6 Administrative management	41	0	96	0	41	96	137	0	137	47
7 Environmental and land resource sustainability	329.45	5.82	213.11	32.4	335.27	245.51	542.56	38.22	580.78	43
8 Population and development	130.5	0	97.05	6	130.5	103.05	227.55	6	233.55	71
9 Statistics and economic projections	235.05	0	26.9	1	235.05	27.9	261.95	1	262.95	92
10 Subregional activities in Mexico and Central America	515.55	29	31	196	544.55	227	546.55	225	771.55	53
11 Subregional activities in the Caribbean	292	18	8	4	310	12	300	22	322	73
12 Mainstreaming the gender perspective into regional development	74.2	12.2	34.3	25	86.4	59.3	108.5	37.2	145.7	54
Total:	2621.65	65.02	836.51	401.9	2686.67	1238.41	3458.16	466.92	3925.08	62
Grand total:	2621.65	65.02	836.51	401.9	2686.67	1238.41	3458.16	466.92	3925.08	62

Q^{**} - the percentage of workmonths devoted to quantifiable outputs

Section 19. ECLAC -qualitative assessment of programme performance

Subprogramme 1. Linkages with the global economy, competitiveness and production specialization

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased capacity of member States to understand the main global economic trends as well as the challenges and opportunities posed by such trends in terms of linkages with the global economy, through the provision of high-quality documentation and dissemination of information on main flows and trends of international trade in the region; and strengthened negotiating capacity of the Governments of the region in the field of international trade so that they might benefit from opportunities and challenges related to the recent evolution of trade policies, export development and the rules governing international trade.	Full acceptance of conceptual and practical advice and recommendations in understanding the trends underlying the global economy as well as the challenges and opportunities posed by them. The acknowledgement of the secretariat's work in specific subject areas by eminent persons and through references in special literature in the region and beyond; increase in the number of users accessing relevant documentation and reports on the ECLAC web site.	Practical assistance was provided on the implementation of new forms and ways of approaching the trends of the global economy ,which included but was not limited to international integration for the region, parallel advancement of globalization and open regionalism. ECLAC fostered the exchange of experiences among decision-makers responsible within governments for trade policies and their better understanding of multilateral and internal trade regulatory frameworks. Web sites visits and downloading of materials on relevant areas increased four times during the current biennium.

Subprogramme 2. Integration, open regionalism and regional cooperation

Expected accomplishments	Indicators of achievement	Accomplishments realized
The implementation and further expansion of integration agreements in the region; strengthened capacity of member States for decision-making and policy formulation in the area of economic integration and cooperation; and improved capacity of member States to generate financial resources for investment and establish appropriate financial institutions and instruments for channeling such resources into capital accumulation.	Acceptance of recommendations on conceptual and practical problems in developing integration, with emphasis on the increased use of specialized information generated and disseminated by ECLAC as a basis for negotiating processes. The expression of satisfaction by decision makers in governments; the echoes noted in specialist literature in the Latin America; and, the number of users having access to relevant documentation and reports on the ECLAC web site.	ECLAC provided assistance on the implementation of new forms of international integration for the region in the context of the parallel advancement of globalization and open regionalism. The Commission promoted the exchange of experiences among government officials responsible for trade policies and their better understanding of multilateral and internal trade regulatory frameworks. The downloading of materials on the subjects from the ECLAC web site by external users increased four times during 2000-2001.

Subprogramme 3. Productive, Technological and entrepreneurial development

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) A strengthened capacity of countries of the region to formulate and implement policies and actions on the use and local adaptation of the best internationally available practices and technologies of production, the elimination of bottlenecks in the key factor markets, the stimulation of entrepreneurial development and increased competitiveness; (b) an increase in the pool of knowledge on the linkages and production chains under development in the region and on the policies best suited to supporting the process and their impact on industrial structures and international competitiveness; (c) facilitation of a fuller identification and utilization of natural resources and of production complexes of natural resources in countries of the region; and (d) increased	Requests for Divisional outputs from: government offices involved in policy design and implementation; from academic institutions related to enhancement of domestic technological capabilities; and from other agencies of the UN System, NGO's and the private sector. Positive reaction from all three of these sources of demand to the provision of research papers, technical assistance missions, lectures, collaborative projects and any other	The Division's research output, databases and policy reports are recurrently send to national and regional governments, publishing houses and other agencies of the UN System. The software prepared by the Division (CAN and PADI) is actively distributed worldwide. Timely and effective assistance and support in providing information and studies by the Division enhanced government official's

Expected accomplishments	Indicators of achievement	Accomplishments realized
understanding of the role of key agents in development.	assistance.	understanding of the key issues of some aspects of development.

Subprogramme 4. Macroeconomic equilibrium, investment and financing

Expected accomplishments	Indicators of achievement	Accomplishments realized
Support of the design and implementation of policies to strengthen domestic capacities in the macroeconomic field; facilitation of decision-making and policy formulation in economic policy options such as capital flows and trends of economic reform; and facilitation of decision-making and policy formulation in the field of information management and information and communications technology by end-users.	The ultimate criteria -the impact of ECLAC analysis in policy formulation- is assessable through our participation in the regional debate on economic policies and reforms, and our contacts with government decision makers and other private and non-governmental entities. Regional and international press coverage of our regional surveys on economic trend and issues is another observable criteria.	The Subprogramme continued with its past strategy of a sharper targeting of the content and distribution of the two annual economic surveys. During the process, we use an extensive electronic distribution, a new format and new coverage. We reached a wider participation in theoretical and policy-oriented discussion through an extensive dissemination of our publication through a strategy of co-edition with regional and international publishers, and the participation in seminars. In particular, a close relationship with regional institutions and high-level civil servants was a central ingredient in the programme on macroeconomic co-ordination.

Subprogramme 5. Social Development and Social Equity

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Facilitation of decision-making by member States regarding social policy reform and social programmes aimed at achieving the objectives of the regional conferences in the follow-up to the World Summit for Social Development; (b) notable assistance in decision-making regarding the impact of economic reforms in such areas as education, health, social security and housing and on socio-economic stratification; and (c) significant contribution to the capacity of Governments for decision-making and policy formulation on integrated cross-sectoral strategies to combat the effects associated with the cultivation, trafficking and consumption of drugs.	The increased demand for subprogrammes products and tangible impact of ECLAC recommendations on regional and national policies; wider use of them by academic and private sector and media. Steady demand for technical assistance accompanied by commensurate extrabudgetary financing; feedback from users to assess the relevance and quality of products and services; increased collaboration with other substantive divisions of ECLAC, with other agencies of the UN system and regional and sub regional bodies; utilization and impact of information and communication technologies.	A number of publications, especially the periodically published *Social Panorama*, serve as important sources of reference regarding the social situation in the region. Findings and recommendations of specific research projects provided significant inputs into the formulation of national policies. The design of an Integrated System for Project Formulation, Evaluation and Monitoring and its implementation in national institutions contributed to increased efficiency in the execution of social programmes. The design and implementation of an electronic directory of institutions in the social area in Latin America and the Caribbean has received approval from the private and public sector.

Subprogramme 6. Administrative Management

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Facilitation of decision-making and policy orientation of end-users in the areas of public-sector programming, economic reform and public sector management; economic development and local management and regional development and decentralization; b) contribution to the enhancement	Growing demand for the subprogramme's outputs, especially regarding training courses. Feedback from users to assess the relevance and quality of the courses and policy orientation in different areas. Demand	The subprogramme contributed to decision-making processes and policy orientation in the areas of public sector programming, economic reform and public sector management through training in different areas. During the 2000-2001 biennium, ILPES trained almost 1000 participants and gave nearly 3000 teaching hours, by organizing 27

Expected accomplishments	Indicators of achievement	Accomplishments realized
of regional government investment project and programming through the provision of group training; and c) enhanced coordination and collaboration with the Regional Council for Planning and with planning bodies of the Latin America and Caribbean region.	for technical assistance accompanied by the approval and execution of extra budgetary projects. Member States satisfaction with the services provided.	courses (international, sub regional and national). The overall impact of the courses is as favorable as for the 1998-1999 biennium. End users and Member States have expressed their satisfaction with the quality of the training courses and the orientation in the decision making process.

Subprogramme 7. Environmental and land resource sustainability

Expectd accomplishments	Indicators of achievement	Accomplishments realized
Facilitation of decision-making and policy orientation of end-users in the areas of environmentally sustainable development strategies for managing natural resources and energy; implementation of Agenda 21 and other international and regional legal instruments related to the environment and the management of natural resources; the management of human settlements and land-use planning; and regional transport infrastructure and services and urban transport and transport support services.	The increased demand for subprogrammes' products and tangible impact of ECLAC recommendations on regional and national policies. Wider use by academic sector, private sector and media. Steady demand for technical assistance accompanied by commensurate extra budgetary financing. Feedback from users to assess the relevance and quality of products and services. Interest of donors for financing and undertaking projects with the Division and number of activities carried out together with other ECLAC's divisions. Influence on policy making in member countries and the region as a whole; increased download of products from the Internet.	In the area of sustainable development and land: (a) the number of requests for technical assistance is 150% higher than was feasible to attend to; approximately 80% of those services were partially or completely financed by requisitioning countries and organizations; (b) the latter number has increased substantially with respect to the former biennium; (c) acknowledgement by the countries of the region involved of the role played by ECLAC in two World Summits (on Sustainable Development and Habitat); (d) high level of satisfaction of the people involved in training courses carried out by the Division (through surveys); (e) the number of projects and meetings financed by donors have increased substantially with respect to the former biennium; (f) the number of activities carried out together or with participation of other ECLAC's divisions have increased significantly. The Transport Unit efforts resulted in: (a) a greater emphasis on traffic congestion control via measures other than the provision of new infrastructure; (b) the institutional modernization of ports; (c) the adoption by small transport operators of appropriate technological advances in the informatics field; (d) a greater attention being paid to demand estimation before investments are made in transport infrastructure; (e) the transfer of transport activities to the private sector and, in cases where competition is weak, to the establishment of appropriate regulatory regimes.

Subprogramme 8. Population and Development

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Facilitation of decision-making and policy orientation of end-users in the incorporation of population variables in sectoral policies, development programmes and projects, in the use of demographic analysis and population projections through modern software technologies and in the integration of population dynamics in public policies; and (b) strengthening of the capacity of Governments to implement and follow up the Latin American and Caribbean Regional Plan of Action on Population and Development and the mandates stemming from the International Conference on Population and Development.	Acceptance of reports and recommendations by target users and their impact on discussions and policy decisions.	Wide dissemination of research, data and technical materials throughout academic institutions and regional and national decision making bodies was accomplished. Growing number of downloads of technical materials from the web site reflects user interest. Notable impact on decision makers to incorporate population variables in general policies, development programmes and projects was achieved.

Subprogramme 9. Statistics and economic projections

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Facilitation of decision-making by and policy orientation of end-users, through the introduction of new methodologies and applied technologies to improve data-gathering, provision of statistical information and quantitative analyses to aid in developing new approaches to development policy and institutional reform as well as the establishment of a regional network comprising national statistical offices and central banks and technical cooperation with member States and regional statistical bodies in connection with the design of projection models and methodologies; (b) the strengthening of the capacity of national and regional statistical bodies to implement the new System of National Accounts; and (c) development of new concepts, models, technologies and methodologies in the critical areas of statistics.	Dissemination of data sets on relevant economic and social issues both through hard copy publications and electronic means, including the Internet. Dissemination through the same channels of statistical methodologies and quantitative analyses. Approval by the Statistical Conference of the Americas of the International Statistical Work Program 2002-2003. Ability to satisfy the requests of the Executive Secretary to respond to national demands through the increased the frequency of economic projections. Member states satisfaction with the quality and timeliness of the products provided.	During the biennium ECLAC was recognized as the regional authority in the provision of guidance, support and technical assistance in the dissemination, implementation and follow-up regarding statistical methodologies, including, among others, the System of National Accounts, household surveys and quantitative analysis. The ECLAC's role as the focal point for regional cooperation was further strengthened. Member States were fully satisfied with the policy advice and technical assistance received

Subprogramme 10. Subregional activities in Mexico and Central America

Expected accomplishments	Indicators of achievement	Accomplishments realized
Facilitation of decision-making and policy orientation of end-users, specifically: (a) a notable contribution in support of the consolidation of structural reforms in order to achieve sustained growth with equity; (b) the expressed satisfaction of policy makers and authorities with the formulation and implementation of social policies and programmes; (c) the declared gratification of policy makers, authorities and regional organizations and bodies with the quality of services, advice and/or policy proposals in connection with international trade, economic integration and regional cooperation; and (d) the expressed satisfaction of policy makers and authorities with the quality of services and advice rendered in connection with rural development, agricultural policies, industrial competitiveness, entrepreneurial development and energy integration and management, as well as with the contribution to enhanced coordination and collaboration with regional organizations and bodies.	Growing demand for products and services with their quality and usefulness measured through user surveys, and the self-evaluation programme.	The Office provided strong and continuous support to specialized intergovernmental agencies, a number of which acknowledged the positive impact of research and technical assistance, advisory services and training. Governments and regional bodies have emphasized benefits derived from natural disasters impact assessments, ALCA working teams, energy research, national studies (Cuba and the Dominican Republic) as well as regional technical assistance for the Plan Puebla - Panama. Governments have expressed satisfaction with the quality of the work provided by the sub regional office and advice rendered in all the areas of work.

Subprogramme 11. Subregional activities in the Caribbean

Expected accomplishments	Indicators of achievement	Accomplishments realized
a)Expressed satisfaction of national authorities responsible for the formulation of macroeconomic policies with the information disseminated and services provided by ECLAC to help them to better cope with the challenges posed by the changing patterns of international linkages; b) enhanced co-ordination and collaboration with the secretariats of the subregional integration schemes and grouping such as CARICOM, the Organization of Eastern Caribbean States , the Association of Caribbean States and WTO; c) a notable contribution to the promotion and dissemination of the efficient use of technology in the productive processes	Continuing requests for assistance for services and documentation measured through user surveys, attendance at meetings, media	Continued support to member States and subregional intergovernmental organizations in activities involving research, training, advisory services and technical assistance. A number of outputs have received legislative

Expected accomplishments	Indicators of achievement	Accomplishments realized
among Caribbean countries; (d) improved use of information technology in maximizing the benefits derived by end-users; (e) significant contribution to the establishment of national policies and programmes aimed at human and social development; (f) enhanced coordination and collaboration with national and subregional institutions and governmental and nongovernmental organizations concerned with sustainable development.	coverage, acknowledgements from government and other users.	support in some countries and have resulted in institutional strengthening in ministries and departments, which have received support.

Subprogramme 12. Mainstreaming the gender perspective into regional development

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Strengthened institutional and human resources capacities and abilities in carrying out intersectoral coordination in government offices responsible for women's affairs; (b) a fortified and consolidated regional position on gender issues with the intent of achieving the full integration of women in development and the incorporation of the gender perspective in all major areas of activity; and (c) recognized leadership in ECLAC ensuring the incorporation of the gender perspective into all programmes and projects of ECLAC and enhanced inter-agency coordination and collaboration, in particular, within the United Nations system.	The increased demand for subprogram's products and tangible impact of ECLAC recommendations on regional and national policies. Wider use by academic, private sector and media. Steady demand for technical assistance accompanied by commensurate extrabudgetary financing. Feedback from users to assess the relevance and quality of products and services.	A number of ECLAC publications serve as preferred sources of reference regarding the situation of women and gender equity in the region. Increased relevance is being attached by governments to gender analysis in economic and social development processes. Increased use of ECLAC's set of gender indicators by governments of the region in the formulation and follow-up of public policies. The number of requests for technical cooperation, academic centers and civil society organizations increased; as well as the number of Member States who participated as Presiding Officers of the Regional Conference on Women of Latin America and the Caribbean. The number of extra budgetary projects provided by donors also increased, as well as the number of visitors/downloads from the Women and Development Unit's site

Legislative review	On a number of occasions, the Commission and specialized regional intergovernmental bodies noted with appreciation the ECLAC's input into the various aspects and subjects covered by the Regional Commission. Areas such as Social Development, economic studies, transport initiatives, Population, and environment have been continuously praised for the quality and appropriateness of their services. Member States have also expressed their appreciation through various Regional organizations such as ALCA (Free Trade Agreement of the Americas), MERCOSUR (Common Market of the South) for ECLAC's contributions to these Regional instances. Countries in Central America and the Caribbean have also expressed their gratitude through Resolution 50(XVIII) "Support for the work of the Subregional Headquarters for the Caribbean", adopted at the Eighteenth Session of the Caribbean Development and Co-operation Committee (CDCC). Subregional Office in Mexico City and other Subregional Offices have also received positive feedback from intergovernmental institutions and governments, which underscore the usefulness of the Subregional offices on the provision of services to Member States.

Section 20. Economic and social development in Western Asia

Actual programme performance in relation to programme budget commitments for 2000-2001 (quantifiable outputs only)

	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
Subprogramme	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Economic and social development in Western Asia										
1 Management of natural resources and environment	39	0	3	1	32	3	1	7	81	81
2 Improvement of the quality of life	42	0	3	3	40	4	2	2	91	92
3 Economic development and global changes	44	1	0	2	34	1	5	7	73	74
4 Coordination of policies and harmonization of norms and regulations for sectoral development	53	0	1	0	53	1	0	0	100	100
5 Development, coordination and harmonization of statistics and information	38	0	1	0	37	0	2	0	95	95
Total:	216	1	8	6	196	9	10	16	88	89
Grand total:	216	1	8	6	196	9	10	16	88	89

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized (all outputs)

	Regular		Extrabudgetary		Total				Grand total	Q*
Subprogramme	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Economic and social development in Western Asia										
1 Management of natural resources and environment	218.5	19.5	24	2	238	26	242.5	21.5	264	79
2 Improvement of the quality of life	317.75	43	23	56	360.75	79	340.75	99	439.75	66
3 Economic development and global changes	221.5	40.25	0	0	261.75	0	221.5	40.25	261.75	97
4 Coordination of policies and harmonization of norms and regulations for sectoral development	312.5	47.75	23.5	0	360.25	23.5	336	47.75	383.75	93
5 Development, coordination and harmonization of statistics and information	112.25	4.75	15	7.75	117	22.75	127.25	12.5	139.75	79
Total:	1182.5	155.25	85.5	65.75	1337.75	151.25	1268	221	1489	82
Grand total:	1182.5	155.25	85.5	65.75	1337.75	151.25	1268	221	1489	82

Q* - the percentage of workmonths devoted to quantifiable outputs

Section 20. Economic and social development in Western Asia - qualitative assessment of programme performance

Subprogramme 1. Management of natural resources and environment

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased capacity of member States in the identification of effective technological options a) for water desalinization; and b) for reducing pollution.	a) Viable options identified for water desalination. b) Options and tools identified for reducing pollution. Feedback from participants in meetings and from end-users.	Two studies reviewed desalination processes and the energy supply options for water desalination in the region and examined the role of desalinated water in augmenting water supply in selected ESCWA countries. Two studies covered the efficient use of energy in the building and industrial sectors, underlining the adverse effects of the current energy consumption patterns. A study and a meeting addressed the issue of greenhouse gas abatement in the energy sector. The prospects for renewable energy electricity generation in the region were examined and the potential for using wind and biomass, solar, thermal and photovoltaic technologies were presented. A study and an expert group meeting addressed the impact of groundwater rehabilitation on water resources protection and conservation with emphasis on techniques for rehabilitation of polluted water aquifers. An expert group meeting considered the issue of environmental impact assessment (EIA) and a study was made on the potential harmonization of EIA policies and standards among member countries in the region to avoid trans-boundary air and water pollution.
Streamlining of national energy and water policies.	Identification and/or establishment of mechanisms for streamlining national energy and water policies. Feedback from participants in meetings/workshops.	Efforts were made to streamline national water policies and improve institutional functioning. A Working Group was established to prepare an inventory of the various water sector reform policies, to evaluate these policies and facilitate the exchange of experiences. A comprehensive study on the integrated water resources management in the ESCWA member countries is being finalized. The expert group meeting on EIA examined best institutional arrangements for implementing EIA policies and improving the efficiency of national environmental authorities.
Increased dissemination of data and information on water, energy and the environment.	Increase in demand for publications; increase in hits on the website.	The ESCWA website widened dispatch of publications and documents, press coverage was increased and meetings held. The participation of ESCWA representatives in seminars and meetings in and outside the region helped to disseminate information highlighting the main issues and salient features of the region.
Improved institutional arrangements and functioning.	Feedback from end-users on measures suggested for improving institutional arrangements.	A Geographic Information System (GIS) database on hydrogeological maps of the region was prepared jointly with the a German partner in addition to a CD containing several maps of the Paleogene Aquifer covering two-thirds of the Arabian Peninsula and the Basalt Aquifer shared between Jordan and the Syrian Arab Republic.
Closer regional cooperation through identification of common grounds.	Increased cooperation with other regional institutions; Common issues identified in the region; Number of countries enlisting in regional mechanisms established by ESCWA.	ESCWA Renewable Energy Promotion Mechanism (REPM) aimed at accelerating the diffusion of renewable energy technologies and coordinating the available renewable energy expertise and resources. A workshop on wind energy capacity building enhanced the sharing of knowledge and cooperation in the area. The inter-regional project proposal between ESCWA, ECA and ECE aims at developing appropriate technological, economic and legal tools for sustainable utilization, management and protection of international shared groundwater and related surface water resources in the Mediterranean region. A pilot attempt to enhance inter-state cooperation on shared aquifer resources in selected ESCWA countries is underway. The basalt aquifer between Jordan and the Syrian Arab Republic has been selected as a start. A joint secretariat between UNEP, ESCWA and the Council of Arab Ministers Responsible for the Environment (CAMRE) was forged to support regional preparations for the World Summit on Sustainable Development.

Subprogramme 2. Improvement of the quality of life

Expected accomplishments	Indicators of achievement	Accomplishments realized
Identification of tools for alleviating poverty and facilitation of their adoption by governments as policy instruments.	Measures identified for alleviating poverty.	Round table discussion on capacity building of NGOs as a tool to enhance poverty alleviation mechanisms and study on the role of micro-credit in poverty alleviation, examining in detail the micro-credit sector in Lebanon.
Increased contribution of women to the gross national products.	Means identified to increase the economic participation of women.	Increased contribution of women to GDP is a long-term process that cannot take place in a period of two years and is difficult to measure. A step in this direction was made through the study on female-headed households in selected conflict-stricken countries: an exploratory survey for formulating poverty alleviation policies.
Provision of low-cost housing.	Identification of factors that influence housing cost.	While this is a long-term process, a study was made on urbanization, environment and sustainable human settlements development in the region as a means of contributing to the provision of low-cost housing in the future.
Setting up of micro-credit lending facilities.	Financing facilities set up.	Revolving funds were set up in Egypt, Lebanon and Syria under the community development project. A Similar fund for disabled entrepreneurs works under the project of self-reliance and community-based rehabilitation in Lebanon.
Strengthened capacity of member States to use new indicators for monitoring and follow-up to United Nations global conferences in their reports and plans of actions and raised awareness with regard to the importance of adopting action-oriented policies relating to gender, population, urbanization, employment and other critical issues within the context of integrated follow-up to global conferences.	Social indicators developed to monitor the follow-up on global conferences. Positive feedback from participants in workshops/meetings.	The convening of the workshop on appropriate technology for accessing population information; the meeting of the Steering Committee on progress made in the implementation of integrated regional follow-up by the Arab states to the UN global conferences; the newsletter covering this subject and the broadcasting of media campaigns on gender and gender mainstreaming all contributed to strengthening the capacity of member States in this regard. Other achievements include the establishment of a database on gender sensitive regional information system and policies and measures and specific social indicators for monitoring integrated follow-up to global conferences.
Developed increased cooperation between governmental organizations and institutions of civil society and provided training for building capacity of institutions of civil society.	Increase in the number of joint activities carried out between governments and NGOs. Improved capacity of NGOs to make use of data and information.	Several activities were undertaken to increase cooperation between governmental institutions and civil society. Foremost among them was the convening of a consultative meeting between ESCWA and civil society institutions in Lebanon, the undertaking of a training workshop on statistics on gender capacity building of NGOs; a follow-up activity to the Arab Youth Forum concerning empowering Arab youth NGOs; and the undertaking of two studies to increase the knowledge on the role of NGOs, one on the role of NGOs in conflict stricken countries and the other on their role in sustainable urban development.

Subprogramme 3. Economic development and global changes

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increased awareness of macroeconomic issues and policies. Expanded understanding of World Trade Organization issues and of liberalization of financial markets. Improved ability to attract foreign investment. Increased understanding of linkages between trade and environment. Enhanced development of the technical capacity of the member States to improve the competitiveness of their economies.	Increase in the demand for macroeconomic publications; number of website hits. Feedback from government officials on their expanded understanding of WTO issues; number of hits on website in Arabic on WTO. Enlarged availability of data and information on FDI in the region. Feedback from participants in meetings and from readers. Number and level of participants in meetings; enhanced technical capacity of Member States by providing them with information on competition laws;	Three extensive publications were issued analyzing the performance of the main macroeconomic variables in the national economies of the member countries as a means of increasing awareness of major macroeconomic issues. The dissemination of information through the internet, meetings, press conferences as well as television interviews by staff members concerned also contributed to increase awareness of those issues. Over and above the traditional publications issued concerning WTO issues to increase awareness and knowledge on WTO, ESCWA prepared Arab country representatives to the fourth WTO meeting held in Doha (Nov.2001). This was undertaken through the holding of an expert group meeting prior to Doha for the would-be participants; organizing together with UNCTAD a Ministerial meeting to establish common areas of concern in the negotiations; providing officials and NGOs with reports and publications addressing specific topics to WTO and the agenda of the Doha meeting; providing technical services to member countries upon their request in relation to WTO issues; and actively participating and providing substantive/information services to the Arab delegates in the 4th WTO meeting. An impediment to improving the ability of member countries to attract foreign direct investment was the lack of data and information on FDI in the region. Hence, a country database on FDI was initiated with the support of extra-budgetary resources as a pre-requisite for formulating FDI country policy studies. Close cooperation with concerned authorities has been established to expand national capacity to promote FDI. ESCWA helped to establish interaction between experts and concerned officials on issues related to trade and environment. A study containing selected case studies, identifying problems and proposing remedies, was published. This is to be supported by an extra-budgetary project aiming at capacity-building in trade and environment issues in 2002-2003. This has been partly attained through a study on the existing competition laws and policies with the support of the World Bank, WTO and UNCTAD as well as a regional NGO. An expert group meeting was scheduled to take place on the subject in September 2001, however, due to the travel problems following September 11, the meeting was postponed to January 2002.

Subprogramme 4. Coordination of policies and harmonization of norms and regulations for sectoral development

Expected accomplishments	Indicators of achievement	Accomplishments realized
Enhanced awareness by member States of developing policies and enhancing their capacities to improve sectoral productivity and competitiveness in selected areas. Increased regional awareness and acceptance of the importance of	Demand by end-users for information and for technical assistance. Feedback from end-users. Measures to enhance awareness and acceptance of harmonized standards. Increase in the	Requests for substantive material elaborating specific issues and requests for technical assistance indicate enhanced awareness on the part of member States. These were mainly in the areas of financial schemes for small and medium-size enterprises, the use of technology to increase productivity and competitiveness through the planning of technology parks and incubation schemes, desalination technologies, increase on-farm water use efficiency and ways to adapt the agricultural sector to the new trade agenda. A joint project was formulated to enhance capacity building in quality and standardization infrastructure in the Arab countries. Implementation in selected countries will start in 2002-2003. A detailed study was issued drawing the attention to the procedures needed for the facilitation of international freight transport. A number of expert group meetings convened on the subject helped also in increasing awareness in this domain.

Expected accomplishments	Indicators of achievement	Accomplishments realized
adopting harmonized standards.	involvement of regional institutions.	An important achievement was the Agreement on international roads in the Arab Mashreq, adopted unanimously by all ESCWA members in May 2001. Since then, it has been signed by seven of them.
Facilitation of harmonized policies through the conclusion of regional and subregional agreements.	Number of adoptions of regional or subregional agreements. Other mechanisms established to facilitate the harmonization of policies.	The joint efforts of ESCWA, UNIDO and UNDP to promote the concept of harmonized standards led to the recommendation on the establishment of an "Arab Accreditation Council" addressed to the upcoming meeting of the Ministers of industry in the Arab countries. It is also expected that the establishment of a Consultative Committee on Science, Technology and Innovation (with a mixed membership of public, private and civil society institutions) will enhance the harmonization of policies and strategies impinging on science, technology and innovation.
Raising awareness of member States with regard to the implications of globalization on certain sectors and providing policy recommendations in this regard.	Degree of satisfaction expressed by end-users; Requests for information or assistance in this regard.	Studies and expert group meetings were conducted to raise the awareness of member States on the impact of globalization on the agricultural and industrial sectors and the major role of technology in this regard. Requests were received for the translation of one of the documents into Arabic to widen its distribution and benefit from it, and the World Bank expressed interest to further cooperate with ESCWA on agriculture and the new trade agenda. Requests were received from five member countries for assistance in new institutional forms, for example technology parks and technology incubators and for the establishment of information and communication strategies.
Wider dissemination of timely information and data on sectoral policies that would facilitate decisions of policy makers.	Demand for publications and number of hits on the website.	As in ESCWA's other divisions there was a substantial increase in the dissemination of information through the ESCWA website. Numerous requests were received for additional copies of publications so that some were out of print and had to be re-printed. The publication of the Directory of Support Institutions for SMEs in selected ESCWA countries contributed in disseminating information in this important field where information is lagging. However, there were some delays in publishing the 2001 issue of the Review of Transport.

Subprogramme 5. Development, coordination and harmonization of statistics and information

Expected accomplishments	Indicators of achievement	Accomplishments realized
Faster and more efficient access to ESCWA statistical information by end-users.	Increase in the number of persons accessing the statistics home page.	The home page for the Statistics Division provides statistical information on the functions, activities and publications as well as upcoming events. Data is being disseminated to end-users in a faster and more efficient way via e-mail. However, further work is needed to allow access and download from the home page selected statistics and indicators, and to access the final reports of meetings held by the Division.
Concise and harmonized statistical data by restructuring and consolidating ESCWA publications.	More concise and user-friendly reports. Better presentation of data.	Improvements were introduced to two of the prominent recurrent publications, namely the Statistical Abstract and the Bulletin of National Accounts. New indicators and statistics were included and comparisons were made with the Arab region and the world when possible. A short analytical part was also introduced that described patterns, if any, among ESCWA countries in selected areas.
Implementation by ESCWA member States of the 1993 System of National Accounts and the Common Country Assessment/Minimum National Social Data Set (CCA/MNSDS).	Number of countries adopting 1993 SNA and responding to MNSDS/CCA framework. Number of persons trained in producing and using gender statistics. Number	The Division organized three workshops on 1993 SNA for building the capacity of national staff. Additionally, three member countries presented their experiences in the implementation of 1993 SNA while another three countries have started the first stages of its implementation. Coordination with member countries was initiated to compile, on an annual basis, the data for

<table>
<tr><th>Expected accomplishments</th><th>Indicators of achievement</th><th>Accomplishments realized</th></tr>
<tr><td>
Increased awareness of gender statistics by the countries of the region.
Adoption of international statistical classification and standards in the economic area by the central statistical organizations.</td><td>of countries participating in programmes on gender statistics.
Number of national officials trained in the use of international statistical classification and standards.</td><td>the MNSDS and CCA framework.

National workshops for the producers and users of gender statistics were held in Algeria, Oman and Tunisia to strengthen national capacities to produce and disseminate gender statistics as per the strategic objective H.3 of the Beijing Platform of Action. A regional workshop was also organized with the aim of identifying priority policy areas and related indicators for the Arab region.
Two workshops were held, one on Industrial Statistics and the other on International Merchandize Trade Statistics to introduce to member countries the latest version of the ISIC and SITC and their links to Central product Classification (CPC) and 1993 SNA.</td></tr>
<tr><td>Legislative review</td><td colspan="2">During the twenty-first session of the Commission in May 2001, the secretariat briefed the session on the main results of the evaluation exercise of 1998-1999. The results of the 2000-2001 evaluation exercise will be discussed at the twenty-second session of the Commission scheduled for May 2003.</td></tr>
</table>

Section 22. Human rights

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned: Programmed	Planned: Carried over	Additions by: Legislation	Additions by: Secretariat	Implementation: Implemented	Implementation: Reformulated	Departures from programmed commitments: Postponed	Departures from programmed commitments: Terminated	Implementation rates*: Mandated	Implementation rates*: Total
Human rights										
1 Right to development, research and analysis	624	62	97	1	497	15	67	205	65	65
2 Supporting human rights bodies and organs	2262	13	283	151	2404	3	65	237	88	89
3 Advisory services, technical cooperation, support to human rights fact-finding procedures and field activities	374	5	66	14	440	3	6	10	96	97
Total:	3260	80	446	166	3341	21	138	452	84	85
Grand total:	3260	80	446	166	3341	21	138	452	84	85

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular: Professional	Regular: Consultant	Extrabudgetary: Professional	Extrabudgetary: Consultant	Total: Regular	Total: Extra-budgetary	Total: Professional	Total: Consultant	Grand total	Q**
Human rights										
1 Right to development, research and analysis	458	2	127.5	33	460	160.5	585.5	35	620.5	93
2 Supporting human rights bodies and organs	366.3	0	328.7	0	366.3	328.7	695	0	695	100
3 Advisory services, technical cooperation, support to human rights fact-finding procedures and field activities	1158	11	698	25	1169	723	1856	36	1892	39
Total:	1982.3	13	1154.2	58	1995.3	1212.2	3136.5	71	3207.5	62
Grand total:	1982.3	13	1154.2	58	1995.3	1212.2	3136.5	71	3207.5	62

Q - the percentage of workmonths devoted to quantifiable outputs**

Section 22: Human Rights - qualitative assessment of programme performance

Subprogramme 1. Right to development, research and analysis

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Promotion and protection of the right to development as an integral part of fundamental human rights across the human rights programme and the relevant programmes of work of United Nations departments/offices and the specialized agencies; b) a contribution to the elimination of racism and racial discrimination; and c) increased recognition of the rights of women and children and strengthening of the protection of vulnerable groups such as minorities, migrant workers and indigenous people.	1) Extent to which the right to development has been included in the work programmes of the departments/offices of the United Nations, the specialized agencies and other relevant intergovernmental organizations. 2) Extent to which the mandates given to the Secretariat by the General Assembly, the ECOSOC and the Commission on Human Rights have been fulfilled. 3) Organizing seminars and workshops contributing to the achievement of the expected accomplishments. 4) Extent to which the activities by OHCHR contribute to increasing knowledge, awareness and understanding of the right to development. 5) Increased number of visitors to the OHCHR website. 6) Number of new publications by	1. In 2001, OHCHR has provided system-wide advice, guidance and training on the right to development through the United Nations Development Group (UNDG) and its sub-groups on programmes, on poverty, and on the right to development, the High Level Committee on Programmes (HLCP), the Administrative Committee on Coordination (ACC), the Joint UNDP/OHCHR Task Force, and in bilateral activities with agencies and programmes across the system. By the end of the year, the right to development had been explicitly integrated into the programmes of each of these mechanisms. 2. All mandated activities and reporting obligations relating to the right to development, and civil, cultural, economic, political and social rights, emanating from the General Assembly, the ECOSOC and the Commission on Human Rights have been fulfilled or were under implementation as at 31 December 2001. Key examples include mandated support to the Working Group and to the independent expert on the right to development, as well as to the independent expert on human rights and extreme poverty; and the convening of the various mandated workshops. 3. The right to development has featured as the central theme of a number of OHCHR organized workshops and seminars. 4. Training, education and information activities organized by OHCHR give particular focus to the right to development. Training activities on the subject comprised UN Resident Coordinators, development practitioners, United Nations Volunteers (UNVs) and UNDP country offices. The Office also worked with the UN Staff College in Turin to integrate the right to development in the system-wide UNDAF/CCA training module for UN country teams, and disseminated related training and information tools broadly across the UN system. 5. The World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance was successfully held. The activities planned under the Third Decade to Combat Racism and Racial Discrimination were integrated into the preparatory process of the Conference. The follow-up work has started to ensure the implementation of the Declaration and the Programme of Action adopted at the conference. 6. New mechanisms were created to address the issues on the indigenous peoples such as the establishment by the Commission on Human Rights of the mandate of the Special Rapporteur on indigenous peoples and the establishment by the ECOSOC of the Permanent Forum on Indigenous Issues. OHCHR enhanced its outreach to partner organizations, established an inter-agency steering group, and begun preparations for its first session in May 2002. The annual session of the WG on Indigenous Populations continues to grow in size and now attracts well over 1,000 participants, as a result of the efforts of the OHCHR to ensure broad participation, making it the principal international gathering on indigenous peoples. OHCHR has also organized four workshops outside Geneva. 7. Activities dealing with issues of women and minorities and vulnerable groups increased and cooperation with relevant UN agencies, international organizations and NGOs have achieved substantive progress in incorporating human rights dimension into the programmes and projects at international, regional and national levels.

Expected accomplishments	Indicators of achievement	Accomplishments realized
	OHCHR as well as the scale of their distribution, and the assessment by users of their quality and impact.	8. The number of visitors to the OHCHR website has been increasing, reaching 3 million hits per month in March/April 2001 during the Commission on Human Rights session. The website has been constantly innovated with new features and updated information on the human rights programme and its activities as well as adding new human rights documents. Due to the rapid increase of information on the website and on the internal information network system, it requires strengthening of the IT support infrastructure. 9. The OHCHR Publication Programme was reviewed by an external expert and the recommendations are under implementation with the focus on its core publications for human rights professionals and the general audience. However, the full implementation has been delayed due to its dependence on extrabudgetary sources.
Legislative review	The General Assembly, the Economic and Social Council and the Commission on Human Rights annually reviewed the mechanisms, activities and reports dealt with under the subprogramme, and adopted resolutions and decisions.	

Subprogramme 2: Supporting human rights bodies and organs

Expected accomplishments	Indicators of achievement	Accomplishments realized
Increase in the number of States parties to the principal treaties and in the number of ratifications.	Increase in the number of States parties and ratifications.	During the biennium, the seven principal treaties have been ratified, acceded or succeeded to by 29 States. The optional protocols to CEDAW and CRC, recently adopted by the GA, and to ICCPR have been ratified by 52 States. The optional protocol to CEDAW and the optional protocol to CRC on the sale of children have been ratified by a sufficient number of States to enter into force.
Improvement in the functioning of the Commission's mechanisms.	Quality and timeliness of services provided by OHCHR.	The quality of the servicing improved considerably. New responsibilities entrusted to the secretariat included assisting the CHR Expanded Bureau, liaison with other human rights bodies and briefing diplomats on new developments and helping them to prepare for the discussion at the GA. The improvements in servicing the treaty bodies were largely achieved through the increase in extrabudgetary staff. The more in-depth analytical assistance from the secretariat now supports the reporting process at every stage. Cooperation improved both with the UN entities and other partners of the treaty bodies.
More effective technical and substantial servicing of the intergovernmental and expert bodies.	Reduction in the time lapse between submission of a State party report and its examination by the relevant treaty body.	The backlog of pending reports has declined significantly concerning 3 treaty bodies. Accelerated pace of consideration of reports became possible only through the hiring of additional extrabudgetary staff and the authorization of additional meeting time by the GA.
	Reduction in the time lapse between submission of a State party report and its examination by the relevant treaty body.	By October 2001, the secretariat considerably strengthened with extrabudgetary funds had cleared nearly all of the correspondence backlog, including that in Russian which previously could not be tended to, and is keeping pace with new correspondence. All correspondence is now responded to within a month of receipt, compared with several months or years previously. The bottleneck now rests with the treaty bodies, particularly the Human Rights Committee, which must find meeting time to adopt its views on the cases prepared by the secretariat.

Expected accomplishments	Indicators of achievement	Accomplishments realized
	Timely preparation of reports by the Secretariat in accordance with resolutions and decisions of the General Assembly, the ECOSOC and the CHR.	The 554 documents prepared for the 2001session of CHR contained 17,011 pages, of which approximately 20% had been submitted on time. The trend has been stable over the biennium. Many of these documents are authored by independent experts, and the timing of their submissions is often affected by various external factors. The documents prepared by the Secretariat were generally submitted on time. Documents submitted for the Sub-Commission on the Promotion and Protection of Human Rights, ECOSOC and the GA were generally submitted on time.
Legislative review	CHR Resolution 2000/109 on enhancing the effectiveness of the mechanisms of CHR, GA resolution 55/90 "Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights". Various GA and CHR resolutions refer to the functioning of specific human rights treaty bodies.	

Subprogramme 3: Advisory services, technical cooperation, support to human rights fact-finding procedures and field activities

Expected accomplishments	Indicators of achievement	Accomplishments realized
Improved and effective functioning of the UN human rights monitoring mechanisms.	- Improved cooperation between the mechanisms; - Improved follow-up to their recommendations; - Better coordination with other UN bodies.	The establishment of a "quick response desk" and the development of a database for handling urgent appeals have greatly increased coordination between the various procedures. As a result, 45% of the urgent appeals were sent jointly by the CHR special mechanisms. Lack of adequate resources has delayed improvements in follow-up to the recommendations of the monitoring mechanisms. Cooperation was enhanced between the monitoring mechanisms and other OHCHR programmes, mainly the technical cooperation programme, through the establishment of a "Project Pre-screening Committee". The number of Special Rapporteurs invited to brief the Security Council under the Aria Formula increased significantly.
Increased integration of human rights issues and concerns into national activities and into the work of other UN agencies, departments and programmes through the development of MOU and other agreements of cooperation.	- Increased cooperation with UN agencies.	OHCHR has intensified its cooperation with UNDP, DPKO and UNESCO through the implementation of the MOUs signed with them. Consultations on signing an MOU are under way with DPA OHCHR has taken active participation in the Inter-agency mission Task Force established for Afghanistan and its East Timor predecessor and in the Executive Committees on Peace and Security, Economic and Social Affairs, Development Operations and Humanitarian Affairs.
The development of joint implementation of operational activities in the field.	- Increased number of activities implemented in cooperation with other UN partners.	Through HURIST, a joint UNDP/OHCHR programme, activities have been undertaken in 30 countries. More of OHCHR technical cooperation projects have been implemented jointly with the country offices of UNDP and UNICEF. OHCHR project officers joined the UN country teams and participated in the development of the CCF/UNDAF. Field missions are increasingly placed in the framework of larger UN operations.
Strengthening of national capacities for the protection and promotion of all human rights	- Increased capacity at the national level to promote and protect human rights.	OHCHR has implemented around 30 projects in 20 countries, contributing to the establishment of national institutions and to the development of National Plans of Action. A special emphasis has been put on regional and subregional activities., including under the Asia-Pacific regional framework and launching regional technical cooperation programmes

Expected accomplishments	Indicators of achievement	Accomplishments realized
		for Latin America and the Caribbean and Europe. It is envisaged to assign Human Rights Regional Advisors to four regional commissions; the one for ECLAC has already been appointed.
Legislative review	The CHR welcomed the OHCHR efforts in the strengthening of the regional arrangements and regional machinery for the promotion and protection of human rights and its support to the organization of relevant regional and subregional training courses and workshops. It recognized the usefulness of advisory services and technical cooperation, and called upon OHCHR to continue to develop its potential in this regard. The CHR also stressed the importance of the work of the special mechanisms.	

Section 23. Protection of and assistance to refugees

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
Subprogramme	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Protection and assistance to refugees										
1 International protection	19	1	0	3	21	0	0	2	90	91
2 Assistance	91	0	0	0	91	0	0	0	100	100
Total:	110	1	0	3	112	0	0	2	98	98

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

	Regular		Extrabudgetary		Total				Grand total	Q**
Subprogramme	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Protection and assistance to refugees										
1 International protection	*0*	*0*	*5264*	*0*	*0*	*5264*	*5264*	*0*	*5264*	*6*
2 Assistance	*2760*	*0*	*75*	*0*	*2760*	*75*	*2835*	*0*	*2835*	*6*
Total:	*2760*	*0*	*5339*	*0*	*2760*	*5339*	*8099*	*0*	*8099*	*6*

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 23: Protection of and assistance to refugees - qualitative assessment of programme performance
Subprogramme 1: International protection

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Further acceptance of the existing international or regional legal instruments and to elaborate new instruments.	a) Enhancing Global Consultations on International Protection;	a) The Consultations culminated in the Ministerial Meeting held in Geneva on 12-13 December 2001.
b) Inclusion of provisions favourable to refugees in international and regional instruments and in national legislation.	b) The number of technical and advisory services with the focus on citizenship legislation;	b) About 40 services on legislation reform were provided annually to some 50 States.
c) The development of further measures, consistent with fundamental protection principles reflected in international instruments so as to ensure international protection to all who need it.	c) Enhancing consultations with governments, NGOs and academic institutions on new approaches to protection;	c) Results are reflected in EC/50/SC/CRP.18 on complementary forms of protection presented to the 18th meeting of the Standing Committee;
d) The effective implementation of refugee rights, including respect for the special protection needs of refugee women and refugee children and adolescents;	d) Incorporation of concrete steps to mainstream the protection concerns of these categories in UNHCR programmes;	d) Development of the Protection Learning Programme including the priority protection concerns of refugee women and refugee children and adolescents. The pilot programme has been successfully completed.
e) Further accessions to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness;	e) The number of additional accessions to the Convention and the Protocol;	e) Progress has been made with accessions: 5 new State parties to the 1954 Convention, and 3 new States parties to the 1961 Convention.
f) Promotion and dissemination of refugee law and protection principles, in particular through training, in cooperation with NGOs, academic institutions and other relevant organizations, of governmental and non-governmental officials;	f) Increase in involvement and capacity of NGOs;	f) Among other events, successful NGO regional consultations were held in Nairobi and Tunis. The "Reach-Out Refugee Protection Training Project" launched by a number of NGOs continues to expand to various regions.
g) Identification of permanent solutions to the problems of refugees, especially through the elaboration of comprehensive and regional approaches for resolving refugee problems.	g) The number of comprehensive and regional solutions elaborated; the number of refugees offered durable solutions especially through voluntary repatriation.	g) Continued involvement in the Arusha peace process, and peace negotiations in the Republic of the Congo. Throughout the world, the number of refugees who returned to places of origin in 2000 numbered 793,104.
Legislative review	The Standing Committee received and reviewed a range of reports in relation to the following: *Interception of asylum-seekers and refugees: the international framework and recommendations for a Comprehensive Approach* (EC/50/SC/CRP.17); *Complementary forms of protection: their nature and relationship to the international protection regime* (EC/50/SC/CRP.18); *UNHCR's activities in the field of statelessness* (EC/51/SC/CRP.13); *Resettlement* (EC/51/SC/INF.2)	

Subprogramme 2: Assistance

Expected accomplishments	Indicators of achievement	Accomplishments realized
(a) Provision of humanitarian assistance in an environmentally sound manner.	(a) Increased the number of model environmental projects and enhanced technical support to programmes;	(a) New projects or extensions to existing model projects were undertaken in Afghanistan, Sudan, Rwanda and Zimbabwe; in addition, environmental technical support was provided to some 16 UNHCR country operations.
(b) Enhancement of UNHCR's emergency preparedness and response mechanisms, bearing in mind ECOSOC resolution 1995/56.	(b) Progress in implementing the Plan of Action elaborated on the basis of the Kosovo Evaluation of UNHCR's emergency preparedness and response.	(b) Concrete progress was reported to the Standing Committee at its 20th meeting in relation to four key areas: preparedness; response; structural issues; and post emergency management (EC/51/SC/CRP.4).
(c) Collaborative ventures with agencies having complementary mandates or competencies.	(c) Development of strategies for UNHCR's collaboration with other UN agencies;	(c) Extensive consultations with other UN agencies having complementary mandates or competencies resulted in the report on a strategy for building renewed partnerships. Follow up plans to implement the recommendations are now in place.
(d) Improvement in the partnership process with its implementing partners, in particular NGOs.	(d) Elaboration of a Plan of Action, in consultation with NGOs, to improve the partnership process.	(d) Series of recommendations on ways to renew the spirit of cooperation between UNHCR and NGOs, developed jointly with key NGO partners, were presented to the High Commissioner. The recommendations are now being implemented.
(e) More effective implementation of its policies relating to refugee women and refugee children and adolescents, even from the early phases of an emergency.	(e) Progress in implementing UNHCR policies in regard to refugee women and children/adolescents, including in emergency situations.	(e) The findings of two extensive external evaluations concerning the implementation of UNHCR policies in relation to refugee women, and refugee children/adolescents are being considered by senior management in preparation for the elaboration of follow-up plans.
(f) Involvement of development entities and international financial institutions in elaborating durable solutions.	(f) Number of country initiatives, involving development/financial institutions in support of durable solutions.	(f) The areas of particular focus for elaborating these partnerships have been Sierra Leone, Zambia and Eritrea. A fundamental part of laying the groundwork for cooperation has been the establishment of Operational Information Platforms in cooperation with the national governments and OCHA.
Legislative review	In the course of 2000-2001, the Executive Committee/Standing Committee reviewed progress on the following: follow-up to the recommendations of the Kosovo Evaluation (EC/50/SC/INF.5); emergency preparedness and response (EC/51/SC/CRP.4); refugee women and mainstreaming a gender equality perspective (EC/51/SC/CRP.17); refugee children and adolescents (EC/50/SC/CRP.7); the mainstreaming of environmental concerns in refugee operations (EC/50/SC/CRP.9); the involvement of UN system and bi-lateral development agencies in reintegration programmes (EC/50/SC/CRP.11; EC/51/SC/CRP.5); it also reviewed issues related to coordination at four sessions.	

Section 24: Palestine Refugees (UNRWA)

Selected outputs/services provided during the biennium 2000-2001

Subprogramme 1. Education

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) General education			
Provision of elementary and preparatory level education to eligible refugee children at UNRWA schools (number of children) [4]	650 schools 458 716[5]	639 schools 477 216	639 schools 486 026
Teaching staff providing general education	13 006	13380	13943
(b) Vocational and professional training			
Provision of vocational and technical/semi-professional training places in 8 training centres where 50 trade and technical/semi-professional courses are offered (number of places).	50 courses 4,632[6]	50 4,829	51 5,041
Pre-service teacher training leading to a four-year first level university degree at its three education science faculties in Jordan and the West Bank (number of training places).	900	1530	900
Provision of in-service teacher education to upgrade qualifications from a two-year diploma to a three-year first level university degree	630	938	1048
Number of teachers provided in-service training	1 231	1048	938
Provision of university scholarships per annum to eligible refugee students.	895[7]	427	197

Subprogramme 2. Health Services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Medical care services			
Offering of comprehensive primary health care to Palestine refugees comprising maternal and child health care and family planning services, disease prevention and control and basic diagnostic and treatment services through a network of 122 primary health care facilities.	Some 3.5 million refugees	3.8 million refugees	3.9 million refugees
(b) Environmental Health Services			
Provision of basic environmental health services, including sewage disposal, management of storm-water run-off, safe drinking water, collection and disposal of refuse, control of rodents and insects to registered refugees living in camps.	1 .2 million[8]	1.2 million	1.2 million

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[4] Three schools provide secondary education on an exceptional basis in Lebanon.

[5] Expected growth 2.72 per cent per annum to some 497,113 children by the end of the biennium.

[6] Expected growth of places at the training centres to about 4,750 by the end of the biennium.

[7] In 1998/99 school year. It is expected that the number of scholarships will decrease drastically during the biennium if the current policy (freeze of general fund allocation) has to be maintained and no additional donor funds are received.

[8] Expected growth 3.5 per cent per annum of the number of registered camp dwellers.

Subprogramme 3. Relief and Social Services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Relief Services			
Provision of direct material and financial assistance to those refugee families that are below the poverty line and who meet the Agency's eligibility criteria. In emergency situations, extension of such assistance to affected communities, refugees and non-refugees as a temporary relief measure.	212 471[9]	211 332	225 156
(b) Social services			
Technical and financial support for skills training and support for income-generating enterprises (via grants and soft loans) ; rehabilitation of disabled persons; community development projects; women's literacy awareness and other developmental programmes; and youth activities and leadership training; social counselling individually and in groups as an additional support to clients of those programmes.	354 000[10]	380 000 (est.)	390 000 (est.)

Subprogramme 4. Microfinance and Microenterprise

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Provision of loans in the occupied Palestinian territory through revolving loan funds for small-scale and micro-enterprises to finance new enterprises, create jobs and generate income and to develop the capacity of women entrepreneurs.	47,800 loans[11]	11,992 loans	8,761 loans

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[9] The number of special hardship cases is expected to grow by an average of 3.5 per cent per annum during the biennium 2000-2001.

[10] This figure reflects direct and indirect beneficiaries.

[11] This figure assumed expansion of the programme into Jordan and Syria. This expansion did not take place as a result of the outbreak of strife in September 2000.

Section 24. Palestine Refugees - qualitative assessment of programme performance
Subprogramme 1: Education

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Meeting the needs arising from high natural growth rates in the school population and the admission of children of refugee families returning to the West Bank and Gaza strip after the Oslo accords, and providing the necessary school facilities and the required additional teaching staff.	a) To absorb the 1.83% increase in school population (8,565 pupils). To replace 6 unsatisfactory rented premises with schools conforming to the Agency standard. To replace 24 dilapidated Agency schools. To construct 84 specialized rooms. To hire 1110 teachers, 70 assistant head teachers, 26 school supervisors, 2 headteachers and 2 school attendants.	-By the end of the biennium, 477216 pupils have been admitted to UNRWA schools in all its areas of operations. One school under construction at biennium's end, which will replace two unsatisfactory rented schools. Dilapidated Agency schools were replaced (nine are under construction). 27 specialized rooms were constructed and 19 are under construction. During the biennium, the following education staff were hired: 1107 teachers, 62 assistant headteachers, 21 school supervisors, 2 headteachers and 2 school attendants.
b) Introducing the curriculum developments adopted by the host Governments in the Agency's general education programme.	b) Timely and successful introduction of all new curricula adopted by the host Governments.	- In the year 2000, the following newly introduced curricula were successfully adopted: Lebanon: 2nd, 5th, 8th and 11th grades; Syria: 4th grade In the year 2001, the following newly introduced curricula were successfully adopted in the Agency's general education programme: Lebanon: 3rd, 6th, 9th and 12th grades; Syria: 5th grade; West Bank and Gaza: 1st and 6th grades; and Jordan: 1st and 2nd grades (only English Language).
c) Meeting the requirements of the labour market locally and in the region by reflecting those changes in the vocational training programme, revising the syllabi and introducing new courses to meet the market demand, and deleting others.	c) Introduction of 14 planned new courses/class sections Deletion of 12 existing courses/class sections Revision of 20 syllabi of vocational and technical education (VTE) courses.	-During the biennium: 12 new courses/class sections were introduced in addition to introducing two courses on physical education. 12 courses/class sections were deleted. 20 vocational training syllabuses were revised
d) Improving the quality of teaching, training and physical and human resources as well as the level of staff competence.	d) Offer professional qualification courses to 400 serving teachers. Train 205 headteachers, assistant headteachers and school supervisors on managerial and supervisory skills. Offer refresher courses to 340 teachers in specified school subjects. Train 305 teachers in Lebanon and SAR on new subjects introduced by host governments. Train 1250 teachers hired under the reduced pay scale 1999 "Area Staff Rules" (Z-Category) in Gaza. Provide 800 curriculum enrichment and training materials.	During the biennium, the following one-year in-service training courses were conducted: - Professional qualification courses for 400 serving teachers; - Education leadership courses for 218 headteachers, assistant headteachers and school supervisors; and - Refresher courses for 324 teachers in specified school subjects. Training was provided for 350 subject committee teachers in SAR and Lebanon on the newly introduced curricula (irregular in-service training courses) Training was provided to 1300 Z-Category teachers in Gaza (irregular in-service training courses). 865 curriculum enrichment materials were prepared to enrich and update the prescribed curricula and textbooks and to promote the professional competencies of education staff.

Subprogramme 2. Health Services

Expected accomplishments	Indicators of achievement	Accomplishments realized
(1) Preserving the sustainable investment achieved in primary health care. (2) Improving the quality of essential health services provided to Palestine refugees within the financial means available. (3) Streamlining health policies and harmonizing standards with those of the host Governments and the Palestinian Authority.	-Progress towards achievement of WHO global targets for eradication of poliomyelitis and elimination of neo-natal tetanus by year 2005. - Sustain complete coverage of the expanded programme on immunization. - Expand the coverage of family planning services by 5% each year. Reduction of the complications rate and increase of the case-detection rate of non-communicable diseases by 5% each year. Achieve 85% cure rate of smear positive TB cases. - Effective immunization policies. Effective TB control activities. Effective HIV/AIDS activities.	Zero incidence of poliomyelitis and neo-natal tetanus sustained since 1993. Above 99% immunization coverage against all vaccine-preventable diseases sustained. 12% increase achieved in 2001. Fully achieved. Surpassed. Immunization schedules were revised in accordance with national policies in all areas of operations. Fostered partnerships with National TB and HIV/AIDS programmes.

Subprogramme 3. Relief and social services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Alleviation of the poverty of the most disadvantaged of the Palestine refugees through their increased participation, including through income-generation schemes.	Relief Services: 1. Increase number of families assisted through the Special Hardship Case (SHC) Programme by 3.5% annually. 2. Rehabilitation of 2.5% of SHC shelters per annum per field. 3. Assistance to 25% of SHC families via selective emergency cash grants. 4. Processing of at least 25,000 registration changes per month. 5. Improvement of the Relief Services Instructions governing the proper implementation of the SHC assistance programme. 6. To improve the official Eligibility and Registration Instructions in 5 areas of operations. Social Services: 1. Comprehensive training needs assessment for RSS staff and mobilizing the project funding necessary to	Relief Services: 1. Increase of 3.5% achieved; total assisted as of December 2001 represented 5.7% of registered refugee population (some 3.9 million refugees). 2. Only 1% was achieved during the biennium, due to lack of funds. 3. Only 12.5% were assisted, due to lack of funds. 4. More than 770,000 revisions of registration data were made (averaging 32,000 changes per month.) 5. The Relief Services Instructions were extensively revised utilizing in-depth field and HQ input and then issued to all relevant staff as RSI No. 1/2002. 6. An updated, consolidated, and consistent set of instructions was put into effect as of January 2002. Social Services: 1. Training needs assessment conducted and $195,500 project funds raised to cover major skills training needs. 2. 1,524 projects were funded through various loan mechanisms and 2,172 new work opportunities created. $436,000 was raised for new loan capital

	reach established goals 2. Tracking loans, raising additional capital to increase number of loans; and upgrading of lending operations. 3. Tracking of community based organizations' (CBO) activities and number of participants; provision of technical assistance to members of CBO management committees.	and provision of technical assistance to field lending operations. 3. Number of direct participants in social services increased by 8% in 2001. Some 37% of services to the physically challenged provided on CBO premises, 63% through outreach in the community utilizing CBR approach. Technical assistance primarily provided by RSSD staff or through cooperation with NGOs or UN agencies.

Subprogramme 4. Income generation

Expected accomplishments	Indicators of achievement	Accomplishments realized
To assist in the establishment of new enterprises in the West Bank and Gaza Strip, thereby creating jobs and generating income as well as developing the capacity of women entrepreneurs amongst the Palestine refugees by offering a variety of small-scale and microenterprise revolving loan funds. UNRWA envisions a sizable expansion of the programme during the biennium 2000-2001, upon receipt of additional contributions.	Quantity and value of loans issued (including to women); overall and on-time repayment rate; number of small and microenterprise trainees; programme cost recovery.	The programme fared poorly during the biennium as all its major performance indicators fell short of the performance of past years. This collapse in performance can be directly attributed to the impact of the acute economic crisis triggered by economic closure and other punitive measures imposed by the Israeli authorities beginning in October of 2000. The crisis rendered one in every three persons in the Palestinian labour force unemployed, and pulled one in two persons below the poverty line. The informal and small business sectors were hard hit, with the majority of enterprises idling at low capacity. As a consequence, for the first time since 1997, the programme was unable to fully cover the operational costs of its 140 staff, two regional offices, four branch offices and two sub-offices from its lending and investment income. The outreach level of the programme fell from 12,000 loans valued at $13.75 million in 2000 to just 8,760 valued at $7.10 million. The quality of the portfolio corroded as most active loans fell past due and the portfolio-at-risk increased, while the annual repayment rate for most programmes fell below 90 percent for the first time in a decade. The productivity of staff fell from an average of 32 new loans each month to only 20 loans per month. By the end of 2001 the programme had, however, succeeded in halting the fall in loans. In 2000, the programme also succeeded in providing 3,900 loans to women totaling $2.98 million in value on an individual and group guarantee basis. With the onset of the economic crisis, in 2001 the number of loans to women fell to approximately 3,290 totaling only an estimated $1.62 million in value.

Section 25. Humanitarian assistance

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Humanitarian assistance										
1 Policy and analysis	182	0	0	1	179	1	3	0	98	98
2 Complex emergencies	534	8	0	75	570	8	1	38	93	94
3 Natural disaster reduction	4	0	0	0	4	0	0	0	100	100
4 Disaster relief	514	1	0	0	509	0	4	2	99	99
5 Humanitarian emergency information	12	4	0	4	15	3	2	0	88	90
Total:	1246	13	0	80	1277	12	10	40	96	96
Grand total:	1246	13	0	80	1277	12	10	40	96	96

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilized
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Humanitarian assistance										
1 Policy and analysis	*162.5*	*36*	*139*	*58.75*	*198.5*	*197.75*	*301.5*	*94.75*	*396.25*	*70*
2 Complex emergencies	*231.5*	*0*	*274*	*0*	*231.5*	*274*	*505.5*	*0*	*505.5*	*61*
3 Natural disaster reduction	*0*	*0*	*0.5*	*0*	*0*	*0.5*	*0.5*	*0*	*0.5*	*100*
4 Disaster relief	*8.5*	*0.75*	*73*	*16.5*	*9.25*	*89.5*	*81.5*	*17.25*	*98.75*	*61*
5 Humanitarian emergency information	*90*	*0*	*515*	*37*	*90*	*552*	*605*	*37*	*642*	*100*
Total:	*492.5*	*36.75*	*1001.5*	*112.25*	*529.25*	*1113.75*	*1494*	*149*	*1643*	*78*
Grand total:	*492.5*	*36.75*	*1001.5*	*112.25*	*529.25*	*1113.75*	*1494*	*149*	*1643*	*78*

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 25. Humanitarian assistance- qualitative assessment of programme performance

Subprogramme 1. Policy and Analysis

Expected accomplishments	Indicators of achievement	Accomplishments realized
To contribute to increased policy coherence among UN bodies concerning major humanitarian issues.	Number of policy notes/papers endorsed by the Interagency Standing Committee (IASC)	In the area of staff security, the IASC endorsed recommendations aimed at improving security collaboration between the UN and its humanitarian partners in the field. This will facilitate more coherent prevention and response measures to minimize attacks against humanitarian staff in the field. To strengthen relief and development linkages, the IASC endorsed the recommendations designed to support UN Country Teams in regard to the issues to be considered in planning for transition and reintegration. OCHA contributed to the UN plan of action on peacebuilding, which highlighted the important role of humanitarian assistance within the context of peacebuilding and conflict prevention. To strengthen coherence between the peacekeeping and humanitarian bodies of the UN, a note of guidance on relations between Representatives of the Secretary-General and Resident/Humanitarian Coordinators was further refined and endorsed.
Increased awareness and understanding of Governments, intergovernmental bodies and non-state actors about the continued need for defense of and respect for humanitarian principles and laws.	Humanitarian principles and laws brought to the attention of Governments, intergovernmental bodies and non-state actors.	The Security Council endorsed the recommendations on protection of civilians in armed conflict, which are being developed into guidance for implementation by the relevant intergovernmental bodies. A website on the protection of civilians was open. Humanitarian issues have taken a more prominent role in the proceedings of the Security Council. Four reports on the humanitarian impact of UN sanctions regimes had been considered by the Security Council. Other notable examples of increasing awareness regarding humanitarian principles are the annual reports to ECOSOC on strengthening the coordination of humanitarian assistance of the United Nations.
Strengthening of the mechanisms for improved field coordination of humanitarian operations.	Regular training in coordination skills for field staff; Linkages between relief and development coordination tools.	The IASC post conflict reintegration task force made best practices and lessons learned experiences in transitional programming available to field offices. Improvements in humanitarian field coordination were reported to ECOSOC. The Senior Coordinator on Internally Displaced Persons (IDPS) was identifying gaps in the protection and assistance of IDPs to determine the most appropriate institutional response, of which one was the establishment of an IDP Unit within OCHA. The OCHA's study "Coordination: Lessons from Recent Field Experience" was incorporated into the design of the Emergency Field Coordination Training programme.

Subprogramme 2. Complex emergencies

Expected accomplishments	Indicators of achievement	Accomplishments realized
To contribute to the smooth running of field cooperation units, which in turn will provide for balanced and effective support to countries in or emerging from civil crisis.	Positive donor response to appeals. Positive feedback from major stakeholders.	Better coordination and an improved image of humanitarian operations. The development of humanitarian strategies and broad promotion of humanitarian principles, leading to improved protection of the vulnerable populations, expanded humanitarian access, increased funding and improved credibility with donors through increased dialogue, frequent briefings and continuous feedback.
Strengthened capacity of OCHA to mobilize resources for humanitarian activities, resulting in greater financial support for its activities and a fully coordinated approach in the humanitarian, political and military components of the UN support to	Effective strategic coordination at headquarters level and operational coordination in the field. Emphasis on humanitarian principles	More intensive consultations with major stakeholders on the planning and coordination of humanitarian response

Expected accomplishments	Indicators of achievement	Accomplishments realized
countries affected by crises. A more informed understanding of and greater support for complex emergency response.	and priorities in policy statements and in implementation of multi-disciplinary field operations.	mechanisms and their integration with political and peacekeeping initiatives. Increased donor involvement in needs assessment missions, monitoring and in developing strategies for the Consolidated Appeal Process (CAP).

Subprogramme 3. Natural disaster reduction

Expected accomplishments	Indicators of achievement	Accomplishments realized
To assist in the coordination of activities for natural disaster reduction (mitigation, prevention and preparedness). Assist in shaping future directions for sustained international and interdisciplinary commitment to disaster reduction.	Provision of documentation prepared to impact policy and technical activities. Participation in preparation of campaigns, strategies for effective early warning, disaster risk reduction and prevention.	Formulation of the "Framework for Action for the Implementation of the International Strategy for Disaster Reduction (ISDR)" as a conceptual framework for the implementation of ISDR, Coordinated activities in support of the General Assembly mandate on international cooperation to reduce the impact of the El Niño phenomenon. Provision of inputs to relevant chapters of Agenda 21, to ensure that disaster reduction is clearly reflected in the documentation prepared for the World Summit on Sustainable Development (Johannesburg, September 2002). Elaboration of the methodology and information gathering process for an annual global review on disaster reduction initiatives aiming at providing the international community with an assessment and trends in the subject. Development of regional outreach programmes for disaster reduction, in consultation with regional mechanisms and partners. Initiation of a revised and expanded Terminology on Disaster Reduction for an improved understanding of disaster reduction.

Subprogramme 4. Disaster relief

Expected accomplishments	Indicators of achievement	Accomplishments realized
To contribute to the strengthening of adequate and appropriate relief assistance to affected countries; to contribute to improved cooperation and consultation between recipient countries and donors; to strengthen quick identification and mobilization of available disaster management capacities for response by the UN, governmental and other relief organizations.	- Effective international emergency response system. Total resources mobilized. Number of appeals. Number of UNDAC missions. Number of OCHA grants. Number of situation reports issued.	The effectiveness of the actions taken under Disaster Relief were constantly being monitored by OCHA, UN Agencies, the international community (UN Resident Coordinators and UN Disaster Management Teams (DMT's)) in disaster affected countries. During 2000-2001 OCHA was involved in the following: - 140 disasters were recorded, 51 international appeals, 22 UNDAC missions, 457 situation reports were issued, 58 OCHA grants, US$ 722,062,825 were mobilized, US$ 12.3 million through OCHA - OCHA is actively involved in consultations with countries to develop and establish facilitation measures in customs and transport to emergency supplies and disaster relief teams. In the same effort, OCHA is actively involved in the development of the Urban Search and Rescue Convention. - UN Disaster Assessment and Coordination Team (UNDAC) response capacity reached 156 experts and 45 countries. The Caribbean Region joined the system The following have been identified as areas needing improvement: Continue to pursue the establishment of the facilitation measures (Agreements only established not reviewed or approved) - UNDAC need to expand in the Asian/ Pacific region and strengthen in America and Africa. - Improve and enhance the information in the Virtual On-Site Operations Coordination Center. - Continue with development of surge capacity; enhance it by expanding the network of external resource providers.

Subprogramme 5. Humanitarian emergency information

Expected accomplishments	Indicators of achievement	Accomplishments realized
To contribute to greater connectivity and coordination, and the effective use of information relating to humanitarian crisis situations, in order to promote effective preparedness and preventive actions and to make humanitarian assistance more effective.	Enhanced coordination in humanitarian crises situations. Capacity to effectively manage information in a timely manner during disasters and emergencies. Expanded partnerships through collection, analysis and dissemination of information providing vital and accurate reporting to governments, NGOs, academic and research institutions and other bodies. Increased availability of time-critical, reliable information to decision-makers in the international humanitarian community through use of information technology.	Leadership of seven inter-agency contingency planning missions to countries/regions at risk for conflict. Active contribution to the inter-agency contingency planning guidelines. Development of an early warning methodology and set of indicators for use across the UN system to streamline inter-agency reporting and analysis. Led inter-agency efforts to refine the work of the UN Framework Team, an inter-agency forum for promoting in-country contingency planning and preventive measures for high-risk countries. Ensured the inclusion of preparedness measures in some consolidated appeals. Provided surge capacity to the field. Supported the establishment of three regional information centers. Deployed information management staff to four countries. Expanded the Integrated Regional Information Network (IRIN) in Central Asia to include writers in four countries, enhancing its ability to report on the ongoing humanitarian crisis from a regional perspective; produced over 7,000 daily reports from its offices in Nairobi, Abidjan, Johannesburg and New York during the first ten months of the year and nearly 200 special background and analytical reports on 57 different countries between January and October. Increased its individual e-mail subscriptions from 8,000 in September 2000 to nearly 13,000 in October 2001, with a daily readership of over 60,000. Launched a web-based e-mail subscription service allowing users to refine their profiles whenever they want. Continued to translate all daily and weekly updates on the Great Lakes and West Africa into French. Temporarily placed a staff member with the Office of the Resident Coordinator in Iran to assist with reporting. Interviewed more than 60 influential personalities and humanitarian decision-makers in Africa and Central Asia. Consolidated coverage of countries such as Sudan, Kenya, Uganda and Tanzania which had only received "ad hoc" treatment previously. Formed partnerships with Somali radio stations and broadcast regular news feeds on humanitarian issues from these stations. Created PlusNews to fill a information gap in reporting on HIV/AIDS in sub-Saharan Africa; and reconstructed its web site to enhance interactivity, multimedia, speed and feedback. The new site, www.irinnews.org, was launched in November 2001. Provided surge capacity to Sierra Leone and opened a ReliefWeb antenna in Kobe, Japan to provide 24 hour coverage. Received 100 million hits on ReliefWeb in 2001 (44 million hits in 2000). Launched subscription services to emergency pages, maps and vacancy postings. Experienced increased usage of the Map Centre by 18 million hits. Launched Web site on the protection of civilians and a Web site for the 2002 Consolidated Appeal Process (CAP). Strengthened the Information Technology (IT) establishment in New York and the field including adding help desk support in New York, and placing a regional IT officer in Nairobi. Developed and disseminated two versions of the Field Guidelines CD-ROM, an information resource and advocacy tool for partners with 300 key documents. Undertaken extensive consultation and provided forums and opportunities to partners to ensure a collaborative approach to sharing information. A key area identified for further strengthening is field based information exchange and OCHA continues to build upon its capacity to provide tools, personnel and support to the field and to ensure that mechanisms are put in place to ensure that this is done in a coordinated and collaborative manner with partners. Also at the field level is the need for information analysis to strengthen preparedness, early warning and contingency planning and these areas have been prioritized for further improvements in the next biennium. The Internet continues to strengthen information dissemination at the global level, but more recently it is increasingly the preferred medium of information exchange in the field as well. The Internet provides opportunities for multi-media information dissemination and this potential can be further exploited by OCHA. OCHA's web based projects are continually being updated and redesigned to enhance information retrieval and to ensure that information that is critical to decision making is easily accessible.
Legislative review	OCHA prepared four reports of the Secretary-General to ECOSOC and the General Assembly addressing issues related to the strengthening of coordination of humanitarian assistance. These reports were the subject of deliberations at the ECOSOC and GA resolutions 55/164 and 56/107.	

Section 26. Public information

Actual programme performance in relation to programme budget commitments for 2000-2001
(quantifiable outputs only)

Subprogramme	Planned		Additions by		Implementation		Departures from programmed commitments		Implementation rates*	
	Programmed	Carried over	Legislation	Secretariat	Implemented	Reformulated	Postponed	Terminated	Mandated	Total
Public information										
1 Promotional services	159	2	18	59	195	16	7	20	85	89
2 Information services	80	1	10	14	96	0	3	6	90	91
3 Library services	31	9	0	0	28	8	2	2	90	90
4 Publication services	11	1	0	2	14	0	0	0	100	100
Total:	281	13	28	75	333	24	12	28	88	90

Implementation rates* - Mandated includes outputs programmed, carried over and added by legislation. Total includes outputs programmed, carried over and added by legislation and the secretariat.

Work months utilised
(all outputs)

Subprogramme	Regular		Extrabudgetary		Total				Grand total	Q**
	Professional	Consultant	Professional	Consultant	Regular	Extra-budgetary	Professional	Consultant		
Public information										
1 Promotional services	1430.1	169	30	82	1599.1	112	1460.1	251	1711.1	96
2 Information services	2215.05	45	9	14	2260.05	23	2224.05	59	2283.05	100
3 Library services	1069	1	0	1	1070	1	1069	2	1071	15
4 Publication services	478	0	106	0	478	106	584	0	584	59
Grand total:	5192.15	215	145	97	5407.15	242	5337.15	312	5649.15	79

Q** - the percentage of workmonths devoted to quantifiable outputs

Section 26. Public Information – qualitative assessment of programme performance

Subprogramme 1. Promotional Services

Expected accomplishments*	Indicators of achievement	Accomplishments realized
a) Greater understanding and support for the aims and activities of the Organization; b) Enhanced global public knowledge about the UN; c) Stronger partnerships with civil society; d) Faster and more effective flows of information through greater use of the latest communications technology, including the Internet; e) More positive and supportive public opinion about the work of the Organization; and f) Enhanced cooperation within and beyond the UN system.	a) Number and geographical spread of queries and requests for information and access to the UN Website; b) Number of participants in media briefings, seminars, events and conferences, training programmes, including number of visitors and reservations for tour programmes; c) Number of NGO applications for association with DPI; d) Feedback from departments, UNICs and organizations of the UN system, media and key partners; e) Number of projects undertaken with key partners within civil society, including information development and dissemination, appropriate to their constituencies.	Undertook the promotion of priority themes and other activities in cooperation with key re-disseminators and UNICs, including advertising campaign for the Millennium Assembly. Establish an inter-agency information steering group to coordinate the communications work of UNAIDS to co-sponsors for the Special Session on HIV/AIDS; a town-hall meeting to observe World AIDS Day; a Web site for the UN Works campaign; outreach projects for schools and students; and a panel discussion for World Press Freedom Day. Carried out the promotion of the UN Year on Dialogue among Civilizations (seven PSAs produced in cooperation with TVE-London and a multilingual Web site); and organized over 50 exhibits at UN Headquarters and at more than 20 venues worldwide. Live Web casting was introduced; Web sites launched focused on terrorism, decolonization, and various international observances; revamped NGO Web site; 62 NGOs accredited; Web site created for the guided tour operation in 11 languages; and an updated Disarmament Exhibit was installed.

Subprogramme 2. Information services

Expected accomplishments*	Indicators of achievement	Accomplishments realized
a) Greater and faster access for media and other audiences to news emanating from the United Nations; b) A fuller news service through the further development and enhancement of the existing Daily Highlights; c) Strengthened capacity of the Department for a rapid media response; d) Capacity for effective delivery of high-quality audio, photo and video on demand; e) Strengthened cooperation with international radio and television broadcasters for the coverage of UN activities; and f) Increase in the number of Home	a) Frequency and geographical range of media coverage; b) Timeliness and scope of dissemination; c) Number of re-disseminators at the regional and national levels, including support and guidance to UNICs to facilitate proactive media outreach; d) Partnerships established with national and international radio and television broadcasters; e) Level of user satisfaction with quality of products and market demand for UN publications; f) Number of radio programmes posted on UN Web sites and relevance of products to UN priorities and activities; g) High editorial and technical quality; h) Geographical and thematic range of	Improved services for journalists included: an expanded online News Centre; an enhanced search and archive capacity; an automated e-mail news service; same-day postings of the daily briefings by the Spokesman's office. Increased demand for media accreditation and liaison was met. Video productions received a UN Foundation grant, which enabled more extensive, high quality productions on a range of priority subjects. Created the award-winning documentaries '*Armed to the Teeth*' and '*Legacies of War*', and, produced the widely disseminated *UN in Action*, *World Chronicle* and *Year in Review*. 40 UNICs launched Web sites in 25 languages. Information production and dissemination included: extensive, world-wide TV and photo coverage of the Millennium Summit; availability of video, audio and text files via the Web site; daily 15 minutes Live-radio broadcasts in all languages; an updated *Basic Facts about the United Nations*; internal distribution of information on current events (three times daily) via email and (twice daily) in hard-copy. Two briefing programmes for senior journalists organised; and a communications workshop for senior UN officials coordinated with the UN Staff College.

Pages in local languages by UNICs.	subjects addressed.	

Subprogramme 3. Library services

Expected accomplishments*	Indicators of achievement	Accomplishments realized
a) A well-maintained archival collection and indexed database; b) Greater retrospective coverage of UN documents on ODS; c) More cost-effective access to valuable external on-line services and an enhanced reference and research service; and d) Expanded multilingual Web site and strengthened and expanded network of UN depository libraries.	a) Increased client satisfaction; b) Increase in requests for services and high access rates to the DHL Web sites; c) Quality of publicity materials, both in terms of substance and creativity; and d) Timeliness in the delivery of outputs.	DHL organised four regional training workshops for UN depository libraries, the number of which now exceeds 400. DHL increased its offerings via the Internet and the Intranet including greater Security Council and GA documents' availability on ODS, adding new sites and increasing the number of languages in which current sites are available; the DHL home page and the UNBIS Thesaurus file now available in all UN languages. The UN System Consortium for cost-effective access to commercial databases was expanded to include some 30 products and 52 members, now serving 73 offices.

Subprogramme 4. Publications services

Expected accomplishments*	Indicators of achievement	Accomplishments realized
a) Optimum utilization of internal printing and desktop publishing capacity; b) Enhance graphic and visual quality of electronic and printed material; c) Eliminate backlog volumes of UN Yearbook; d) Ensure greater access to UN publications through electronic outreach; and e) More timely provision of cartographic products and geographic information services.	a) Timely preparation and availability of publications reflecting UN activities; b) Accurate, balanced and comprehensive content coupled with cost-effective publication and efficient marketing; and c) Foster tangible improvements in dissemination, promotion and sales of UN publications through all available channels.	Upgraded typesetting software and staff training on its use led to improvements in the visual appeal of publications. Printing project production increased and scheduled due dates were met. Produced three volumes of the 'The UN Yearbook' on schedule, thereby completely eliminating the backlog. The "UN Chronicle", "Africa Recovery" and "Development Business" (both in their print and their online form) were also produced on schedule. Cartographic products were digitised, increasing Web site usage and decreasing hard-copy distribution.

Legislative Review	The General Assembly, in A/RES/56/64 B, of 24 December 2001, appreciated the efforts to strengthen DPI's public information capacity for peacekeeping, development-related and other priority issues; appreciated the efforts to develop and enhance the UN Web sites in all six official languages; reaffirmed the important role of UNICs in effectively disseminating information in all parts of the world; and appreciated the efforts to move DHL in the direction of a virtual library with world outreach.

Section 27A: Office of the Under-Secretary-General for Management
Selected outputs/services provided during the biennium 2000-2001
Management services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
a) Servicing of intergovernmental and expert bodies			
1. Substantive servicing of approximately 6 formal meetings of the Fifth Committee on issues related to management reform and financial policy.	6	4	8
2. Substantive servicing of approximately 20 informal meetings of the Fifth Committee on issues related to management reform and financial policy.	20	10	17
b) Parliamentary documentation:			
Reports to the General Assembly on issues related to management reform, such as the Development Account and pilot projects, as required.	*/	3	3
c) Administrative and support services			
1. Substantive servicing of the Steering Committee on Reform and other internal committees on matters related to management reform.	*/	5	4
2. Analytical papers on current and proposed management structures and procedures and on areas and measures for management provision.	*/	4	4
3. Management and process reviews to assist programme managers in simplifying and streamlining processes and procedures.	*/	2	5
4. Advisory services for programme managers on matters related to management improvement and programme delivery.	*/	1	3
5. Establishment and implementation of internal monitoring and management reporting systems.	*/	a/	a/
6. Coordination of productivity improvement activities and initiatives throughout the Secretariat, establishment of a comprehensive database of productivity improvement projects and identification of efficiency gains available for redeployment to the Development Account.	*/	a/	a/

Financial management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
a) Servicing of intergovernmental and expert bodies			
1. Approximately 20 formal meetings of the Fifth Committee on matters related to the scale of assessments, peacekeeping assessments, the b/application of Article 19 of the Charter of the United Nations and other financial questions.	20	14	8
2. Approximately 30 informal consultations of the Fifth Committee on matters related to the scale of assessments, peacekeeping assessments, the application of Article 19 of the Charter of the United	30	62	4

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*/ Number not programmed in the Proposed programme budget for the biennium 2000-2001 (A/54/6/Rev.1; Vol.III).
a/ On going
b/ A/C.5/55/44; A/55/789; A/C.5/55/38 + Add.1; A/56/767.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Nations and other financial questions			
3. Approximately 54 formal meetings of the Committee on Contributions on questions related to assessments.	54	30	19
4. Approximately 12 informal consultations of the Committee on Contributions on questions related to assessments.	12	6	4
5. Support to pledging conference for various United Nations activities.	*/	2	2
b) Parliamentary documentation:			
1. Reports to the Committee on Contributions (approximately 20)	20	44	23
2. Conference room papers in cooperation with the Statistics Division	120	58	29
3. Periodic reports to the General Assembly on the financial situation of the United Nations	6	2	2
4. Ad hoc reports on the scale of assessments, peacekeeping assessments, other issues related to contributions and the application of Article 19 of the Charter.	*/	69	5[b]/
5. Reports to the General Assembly on the implementation of the recommendations of the Board of Auditors	3	5	3
6. Report on the implementation of the recommendations of the Joint Inspection Unit.	1	0	1
7. Report with comments on specific reports of the Joint Inspection Unit	5	3	6
8. Reports on the standards of accommodation for air travel	2	1	1
9. Notes on elections to the Joint Inspection Unit	2	0	1
10. Assistance to the Committee on Contributions in the preparation of its annual and special reports to the General Assembly.	*/	1	1
b). Other substantive activities			
1. Monthly reports on the status of contributions	24	12	12
2. Ad hoc reports on the status of contributions	*/		
c) International cooperation and inter-agency coordination and liaison			
1. Information on the United Nations assessment system and the status of contributions provided on request to Member States and funds, programmes and agencies of the United Nations system	*/		
2. Contributions to activities of the Administrative Committee on Coordination and its subsidiary bodies on financial questions.	*/	6	6
d) Administrative support services			
i. Contribution services:			
1. Assessments for the regular budget and the Working Capital Fund, peacekeeping operations and international tribunals (approximately 100 assessment)	100	57	61
2. Assessments on specified non-member States	2	1	1
3. Receipts issued to Governments for assessed and voluntary contributions (approximately 6,800 receipts)	6 800	3 032	2 938

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[b] A/C.5/55/44; A/55/789; A/C.5/55/38 + Add.1; A/56/767.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
4. Briefing material on the status of contributions, the application of Article 19 of the Charter and related issues for the Office of the Secretary-General and senior management.	[a]		
ii. Treasury:			
1. Administration of bank accounts in New York and away from Headquarters	[a]	349	364
2. Establishment of United Nations operational rates of exchange and monitoring of international currency exchange markets.	[a]	12	12
3. Investing funds for short-term periods for the United Nations regular budget, peacekeeping operations, United Nations general trust funds, technical cooperation funds and the Fund of the United Nations Environment Programme and other funds.	[a]	6 921	12 858
4. Cash management.	[a]	1	
5. Receiving and recording all payments other than government contributions.	[a]	5 525	5 457
6. Making disbursements under the responsibility of Headquarters.	[a]	256 282	282 178
Additional:			
(i) Short-term investments:			
(Competitive quotes taken daily of interest rates and planning for cable requirements result in constant monitoring and dialogue)		21 122	25 000
iii. Oversight support			
1. Updated status reports on the measures taken to implement the recommendations of the Board of Auditors	8	4	5
2. Replies to management letters from the Board of Auditors.	15	8	11
3. Biennial reports on implementation of the recommendations of the Office of Internal Oversight Services	4	2	5
4. Responses to audit reports of the Office of Internal Oversight Services	7	4	0
5. Administrative support for the International Criminal Tribunal for Rwanda.	[a]	-	
Administration of Justice			
Administrative support services			
1. Substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee, Panel on Discrimination and Other Grievances and Panel of Counsel	[a]	72	79
2. Advice to staff members on appeals and disciplinary matters and assistance in settlement of cases.	[a]	89	115
3. Legal advice to the Secretary-General on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgments of the Administrative Tribunal and administrative decisions.	[a]	12	3
4. Establishment of administrative policies, procedures and machinery for the internal justice system.	[a]	3	4
5. Promulgation of staff rules and administrative issuances concerning disciplinary proceedings, appeals and related matters.	[a]	2	3

Section 27A: Office of the Under-Secretary-General for Management – qualitative assessment of programme performance

Subprogramme 1: Management services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Effective support to intergovernmental and expert bodies. Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management. Improvements in processes and procedures. Implementation of a management reporting system and coordination of productivity improvement activities.	Progress in management reform related matters, interagency cooperation, and implementation of a management reporting system and the productivity strategy.	Servicing of intergovernmental and expert bodies was provided that has enabled significant progress on management reform issues and interagency cooperation. Major inputs were made in areas such as accountability and human resources reform, and advice given to programme managers on management issues. A productivity strategy was adopted by the Organization and major steps taken towards its implementation. A pilot management reporting system was undertaken.

Subprogramme 2: Financial management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Maintenance of close liaison and follow-up with the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit. Improved financial management and internal control ensuring strict compliance with established procedures for the granting of exceptions to the standards of accommodation for air travel.	- Timely and comprehensive responses to requests; - Timely preparation and submission of reports to legislative bodies, as well as representation and participation in relevant deliberations; - Reduction in outstanding recommendations of the three oversight bodies; - Exceptions to the standards of accommodation for air travel are kept to a minimum.	Responses to management letters and reports of the Board of Auditors, reports of OIOS and reports and communications from JIU were prepared in a timely and comprehensive manner. Reports were prepared and presented with adequate representation to the legislative bodies in a timely manner. Outstanding recommendations were appropriately followed up and reported on to the relevant oversight body. The number of exceptions to the standard of accommodation for air travel were kept to a minimum.
Contributions Service: Provision to Member States of accurate and timely information on the financial situation of the Organization; Agreement on the scale of assessments for the period from 2001 to 2003.	Timely collection and issuance of information on the status of contributions; Agreement on a scale of assessments for the period 2001-2003.	A detailed report on the status of contributions was prepared. Unofficial summaries were prepared at the middle and end of each month and provided through the Office of the Spokesman of the Secretary-General and on request. The information in these reports was an important input in the preparation of reports of the Secretary-General on the financial situation of the United Nations and related presentations by the Under-Secretary-General for Management. The scale of assessments for the period 2001-2003 was considered by the 66th session of Committee on Contributions and by 55th GA, both in 2000. Complicated and intensive negotiations were held on a number of proposed changes that would, with changes in relative shares of total gross national product (GNP), lead to significant changes in the contributions of some Member States to the Organization. These included notably a reduction, from 25% to 22% in the maximum rate of assessment. The GA agreed to the new scale by adopting resolution 55/5 B, by consensus. The

Expected accomplishments	Indicators of achievement	Accomplishments realized
		Contributions Service was actively involved in providing substantive and technical services to these negotiations. In addition, the Contributions Service provided extensive substantive support for negotiations on a major change in the arrangements for the financing of peacekeeping operations. The related resolutions (55/235 and 55/236) were also adopted by consensus.
Treasury: Timely receipt and safe custody of cash and improvement of payment systems in order to streamline processing, reduce costs and enhance security. Maintenance of control mechanisms that protect payment systems and assets and ensures that cash concentration benefits are achieved.	Completion of UN Investment Pooling to reduce number of transactions, reduce overnight balances in Gains account and increase rate of return on investments. Reduce number of misdirected transactions. Timely response to audit queries regarding bank accounts.	Consolidated all investments within two pooled funds. Increased return beating benchmark by $52 million and by $84 million over Chase Gains accounts. An exclusive platform of bank accounts (beginning with '485' prefix) was implemented. All Headquarters bank accounts were moved to those accounts; process is almost complete with offices away from Headquarters. Bank account database completed and converted to Microsoft Access.

Subprogramme 3: Administration of Justice

Expected accomplishments	Indicators of achievement	Accomplishments realized
Facilitation of the functioning of the internal justice system. Effective disposition of appeals and requests for suspension of action on administrative decisions, through formal and informal means, and the speedy handling of disciplinary cases. Provision of training and informational sessions for new and experienced JAB members.	Increase in dealing with cases. Reduction of case backlog. Recommendations on appeals and disciplinary cases that are fair and conform to the Organization's policies and rules. Efficient and fair disposition of disciplinary cases. Training/informational sessions organized.	Number of cases in 2000 dealt with was increased by more than 60% over 1999. The JAB's first Training Workshop Programme for New JAB members was held on 25 October 2000.

Financial management

Legislative review	In its report A/56/630, the Advisory Committee on Administrative and Budgetary Questions (ACABQ) noted the reduction in the number of exceptions to the standards of accommodation for air travel due to continuous administrative oversight and welcomed the streamlining of related procedures. In its report A/55/487, the ACABQ noted that some progress had been made to reduce the number of outstanding recommendations.

Contributions service

Legislative review	The accomplishments of the Contributions Service in this connection are not reviewed per se by the relevant intergovernmental and expert bodies but may be inferred from the results achieved by those bodies.

Section 27B. Office of Programme Planning, Budget and Accounts
Selected outputs/services provided during the biennium 2000-2001
Subprogramme 1: Financial accounting and reporting

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Parliamentary documentation:			
Annual and biennial financial reports of the Secretary-General to the General Assembly	3	5	2
2. Published material			
Approximately 600 semi-annual financial statements for the regular budget, all peacekeeping operations, all trust funds, technical cooperation activities, revenue-producing activities, operations established by the Security Council and other special purpose funds	2 400	1 120	1 243
3. Administrative support services			
i. Processing of accounting actions received from various departments and offices	1 100 000	1 384 500	1 503 100
ii. Number of staff (all categories) processed on payroll (including UNDP, UNFPA, UNICEF, the United Nations Office for Project Services and non-local mission staff)	27 500	16 163 [12]	17 640
iii. Management and coordination of all life, health, property and liability insurance activities:			
a. Negotiation of health and life insurance contracts	16	8	8
b. Purchase or renewal of major commercial insurance policies	33	18	16
c. Administration of insurance policies covering United Nations property and third-party liability	16	18	16
d. Number of enrolments of staff in medical, dental and life insurance (all categories of staff, including retired staff).	64 000	37 905	41 510
e. Number of claims reviewed for submission to the United Nations Claims Board and the Advisory Board on Compensation Claims.	475	259	323

Subprogramme 2: Programme planning and budgeting

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Servicing of intergovernmental/expert bodies			
i. Approximately 30 formal meetings of the Fifth Committee	60	24	28
ii. Approximately 50 informal consultations of the Fifth Committee	100	84	95
iii. Approximately 35 formal meetings of the Committee for Programme and Coordination	70	50	20
iv. Approximately 40 informal consultations of the Committee for Programme and Coordination	80	45	42
v. Approximately 150 meetings of the Advisory Committee	300	100	80
2. Parliamentary documentation:			
i. Draft medium-term plan for the period 2002-2005 (fascicle form)	a/	26	0

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[12] Actual number of payroll actions processed – can relate to the same staff member entering and leaving the system and requiring repeated processing action.

a/ Number not programmed in the Programme Budget for the 2000-2001 biennium.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
ii. Proposed outline of the programme budget for the biennium 2002-2003	a/	1	0
iii. Proposed programme budget for the biennium 2002-2003 (fascicle form)		-	45
iv. First and second budget performance reports for the biennium 2000-2001	2	1	1
v. Annual budgets and budget performance reports of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committee in the Territory of the Former Yugoslavia since 1991 and the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Neighbouring States between 1 January and 31 December 1994	8	7	6
v. Approximately 30 reports to the Fifth Committee of the General Assembly on administrative and budgetary and programming matters	30	7	24
vi. Approved 40 statements of programme budget implications to the General, Assembly, the Economic and Social Council and its subsidiary bodies	40	130	45
vii. Approximately 10 reports to the Advisory Committee on Administrative and Budgetary questions on specific budgetary and financial matters	10	5	14
viii. Provision of conference room papers and additional information to the Fifth Committee, the Committee for Programme and Coordination and the Advisory Committee (as required)	a/	24	125
ix. Assistance to the Fifth Committee in the preparation of its reports to the General Assembly	a/	32	26
3. Administrative support and finance service			
i. Review of extrabudgetary cost plans and trust fund proposals	370	484	472
ii. Review of host country agreements concerning meetings	5	-	7
iii. Review of agreements with donors	15	22	5
iv. Issuance of allotments and staffing tables	3 600	973	1 268
v. Preparation of revised estimates arising from decisions of the Security Council		3	3
vi. Preparation of instructions for proposed programme budget for the biennium 2002-2003; and annual budgets of ICTY and ICTR		2	2
vii. Preparation of requests for authorization to incur unforeseen and extraordinary expenses		20	25
ix. Maintenance of vacancy statistics		12	12
x. Certifying officers panels		264	212
xi. Creation of standard costs tables		6	9

Subprogramme 3: Financial Services relating to peace-keeping matters

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Servicing of intergovernmental/expert bodies			
i. Approximately 80 formal meetings of the Fifth Committee	80	30	18
ii. Approximately 70 informal consulations of the Fifth Committee	70	35	30
iii. Approximately 130 meetings of the Advisory Committee on Administrative and Budgetary	130	Each day during	Each day during

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Questions		Winter Session	Winter Session
2. *Parliamentary documentation:*			
i. Submission of approximately 120 reports on budget estimates and budget performance reports to the General Assembly on the financing of active, completed and budget performance reports to the General Assembly on the financing of active, completed and closed missions: UNDOF, UNIFIL, UNIKOM, UNFICYP, UNOMIL, UNAVEM, MINURSO, UNMIGB, UNMOP, UNPREDEP, UNOMIG, UNMOT, MIPONUH, MINURCA, UNOMSIL, UNTAES, UNPF, UNOSOM, UNAMIR and new missions to be authorized by the Security Council, as well as reports on administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (including the review of the rates of reimbursement, the peacekeeping reserve fund, the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi) and legislative reports.	120	95	80
ii. Submission of approximately 60 statements of financial implications and addenda to the reports of the Secretary-General to the Security Council on the financing of all peacekeeping operations	60	26	27
ii. Submission of approximately 30 written presentations to the Advisory Committee on Administrative and Budgetary Questions on specific peacekeeping financing issues	30	11	15
Approximately 1,200 initiation-of-payment actions to Governments	2 900	798	754
i. Issuance of allotments and staffing table authorizations	750	353	204

Section 27B. Office of Programme Planning, Budget and Accounts – qualitative assessment of programme performance

Subprogramme 1. Financial accounting and reporting

Expected accomplishments	Indicators of achievement	Accomplishments realised
Recording and maintenance of all accounts of the United Nations on a fund basis; control the collection of monies and assist in the monitoring of expenditures and the financial assets of the Organization. Proper application of the Financial Regulations and Rules and established procedures relating to accounting matters; and timely and accurate payment of financial obligations of the Organization. Coordination and supervision of all health, life, property and liability insurance activities of the Organization as well as services to the Claims Board and the Advisory Board on Compensation Claims.	Positive opinion of audit bodies on accuracy of the financial statements of the United Nations. Availability of financial statements to the Board of Auditors within three months after the end of the financial period. Percentage of all obligations processed accurately and within 30 days of receipt; level of satisfaction of surveyed clients with respect to the services rendered, including staff insurance coverage.	Financial statements were presented within the agreed time period to the Board of Auditors and accurate and timely financial data was provided to assist informed decision-making by management and preparation of responses to queries by expert and legislative bodies. Positive feedback from clients on services provided, including timely processing of transactions and response to queries regarding claims and insurance requirements.

Subprogramme 2. Programme planning and budgeting

Expected accomplishments	Indicators of achievement	Accomplishments realized
Development of integrated programme planning and budgeting policies, procedures and methodologies consistent with the Financial Regulations and Rules and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation of matters related to the programme budget and extrabudgetary resources. Preparation of reports of the Secretary-General on the budget outline, biennial programme budget, medium-term plan, budget performance reports and other reports on budgetary matters including statements of programme budget implications or revised or supplementary budget proposals, and presentation to the legislative bodies. Strengthened budgetary control and monitoring of expenditures pertaining to implementation of programme budgets, medium-term plans and extrabudgetary funds, including the authorization of allotments and staffing tables.	Positive feedback from delegates on the quality of presentation of budget and medium-term plan documents. Percentage of budgetary documents that are available by the required dates. Final expenditures are closer to the allotments issued for the biennium. Percentage of surveyed departments and offices expressing satisfaction with advisory role of Programme Planning and Budget Division in improving budgetary processes.	Timely preparation and substantively accurate documents to the legislative bodies that facilitated the formulation of a number of resolutions and decisions of the General Assembly. The proposed programme budget for the biennium 2002-2003 is the first budget within the medium-term plan period 2002-2005 and the first proposal using a results-based budgeting format. It incorporates the concepts approved by the General Assembly in its resolution 55/231, strengthens the link with the medium-term plan and is meant to shift the budgetary process from a mainly quantitative focus on resources to one more aligned to a qualitative approach based on expected accomplishments, programme delivery and measurement of the effectiveness of the Organization's activities. Although in its infancy, the revised format has received a number of positive statements from Member States. Starting with allotment advices in the biennium 2000-2001, objects of expenditures under the regular budget have been aggregated into four main object groups thereby streamlining and enabling offices greater flexibility and authority to redeploy resources within object groups without the prior approval of the Budget Division.

Expected accomplishments	Indicators of achievement	Accomplishments realized
		In September 2000 a client survey was conducted which generated, in the main, positive feedback on the work and advisory services of the Division.

Subprogramme 3: Financial services relating to peacekeeping matters

Expected accomplishments	Indicators of achievement	Accomplishments realized
Establishment and refinement of policies, procedures and the methodology for estimation of resource requirements and providing policy guidance, consistent with the Financial Regulations and Rules, on matters relating to the financing of peacekeeping operations. Timely preparation of reports of the Secretary-General: annual budgets and performance reports, related liquidation budgets and reports on the disposition of assets, annual reports on the support account for peacekeeping operations, and other reports concerning administrative and budgetary aspects of the financing of peacekeeping operations, statements to the Security Council and other reports on activities authorized by Security Council resolutions other than peacekeeping operations, and presentation to the legislative bodies. Monitoring of the cash-flow status of the special accounts for each peacekeeping operation, recommending the short-term investment of cash not immediately required for each of the special accounts, authorizing payment to Governments for settlement of certified death and disability, contingent-owned equipment and letters-of-assist claims. Determination of average monthly troop strengths, establishing amounts reimbursable and initiating payments in relation to troop cost reimbursement to Governments; providing substantive services for the relevant legislative and advising bodies of the United Nations.	Positive feedback from delegates on the quality of presentation of budgets and financial reports of peacekeeping operations. Percentage of budgets and financial reports of peacekeeping operations that are available by the required dates. Final expenditures are closer to the allotments issued for peacekeeping operations. The absence of acute cash shortage situations in peacekeeping operations. Recognition by troop-contributing Governments that the Secretariat is reimbursing them in as timely a manner as possible and that they are treated on an equal basis.	Timely preparation and submission of the cited documents, which were improved and clearly and consistently reflected the recommendations of the General Assembly as well as the peacekeeping goals of the Secretary-General. In addition the work of the relevant legislative bodies was facilitated as reflected in the deliberations of the legislative and expert bodies and resolutions and decisions of the General Assembly. Improved quality of submissions (containing clearer explanations of requirements) from peacekeeping missions arising from improved instructions on the preparation of budget proposals and coordinated personal review of proposals with Chiefs of Administration and finance staff. Improved coordination and cooperation between the client offices at Headquarters and the Field including field trips to better understand, reflect and defend the requirements of Missions; the benefits of which were reflected in adoption of the budgets with minimal changes. Positive feedback following discussions with Mission staff arising from the work of the task force established to propose actions to strengthen budget implementation in peacekeeping operations; review the current level of budgetary control and increase budgetary flexibility; explore further steps to expand Mission's share and control over expenditures and simplify accounting structure and revise as appropriate.

Section 27C. Office of Human Resources Management
Selected outputs/services provided during the biennium 2000-2001
Subprogramme 1: Operational services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Servicing of intergovernmental/expert bodies			
i. Approximately 15 formal meetings of the Fifth Committee	15	8	5
ii. Approximately 20 informal consultations of the Fifth Committee	20	10	5
iii. Approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues of human resources planning, filling of vacancies, delegations of authority, management of information and staff administration	20	10	5
2. Parliamentary documentation			
i. Periodic reports to the General Assembly on the composition of the Secretariat, the status of filling vacancies, the use of consultants and retirees and other aspects of the use of human resources as required, including the introduction or amendment of policies and practices	15	11	8
ii. Drafting of conference room papers and provision of additional information on human resources management topics, including planning, contractual status of personnel, gender balance, the system of desirable ranges and the hiring and separation of staff	20	10	
3. Monitoring services			
Preparation of management and monitoring reports	900	450	450
4. Administrative support services			
a. Recruitment, placement and promotion of Professional staff			
i. Recruitment of approximately 300 Professional staff per year	600	1 612	1352
iii. Oversight of processing of special service agreements for consultants and individual contractors	2 000	2 184	N/A
iv. Placement and promotion of approximately 350 Professional staff annually	700	387	338
v. Placement of approximately 100 candidates per year who have passed national competitive examinations	400	79	59
b. Recruitment and placement of staff in the General Service and related categories			
i. Evaluation of approximately 15,000 applications and interviewing of approximately 8,000 potential candidates each year	30 000	15 000	14 000
ii. Issuance of vacancy notices as required	340	178	172
c. Communication with prospective candidates:			
i. Letters concerning employment opportunities at Headquarters	3 000	1 500	1 500
ii. Telephone calls and walk-in enquires concerning employment opportunities at Headquarters	60 000	30 000	30 000
iv. Short-term recruitment of approximately 350 staff at Headquarters each year	700	350	403

N/A The Office was not able to provide the information.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
v. Recruitment of approximately 40 support staff each year for United Nations information centres	80	40	39
vi. Placement of approximately 300 staff members each year, including those resulting from specialized examinations, and placement of security officers and public information assistants at Headquarters	600	285	302
d. Vacancy management			
i. Issuance of vacancy notices and bulletins		762	735
ii. Interviewing and screening of candidates in order to fill vacancies	**/	**/	**/
e. Staffing support			
i. Maintenance of rosters by occupational group		2 000	2 000
ii. Evaluating applications	16 000	49 400	40 860
iii. Issuance of vacancy notices to replenish occupational group rosters	**/	**/	**/
vi. Placement of advertisements of posts and priority vacancies		30	25
vii. Posting of computerized vacancy announcements and applications		weekly	weekly
vii. Searches for qualified candidates for key positions, with particular attention to women candidates and those from unrepresented and under-represented Member States		10	N/A
viii. Provision of rosters of qualified candidates for consideration by departments		706	799
ix. Conduct of recruitment campaigns and missions to fill vacancies and replenish rosters		3	1
x. Mailing of recruitment information to women's organizations and professional associations	800	1 500	1 500
xi. Special reports providing statistics on P-1, P-2 and P-3 vacancies and projections for the Central Examination Board	#/	#/	#/
f. Separation			
i. Briefing of retiring staff in coordination with the Staff Counsellor's Office and the United Nations Joint Staff Pension Fund	#/	annually	annually
g. Staff administration			
i. Administration of staff in accordance with the Staff Regulations and Staff Rules:	#/	#/	#/
a. Initial offers of appointment (approximately 2,500 per year)	5 000	2 500	N/A
b. Monitoring of approximately 7 000 extensions of appointment per year	14 000	8 825	9 869
c. Review of contractual status of approximately 55 Professional staff for conversion to career appointment;	55	85	93
d. Review of contractual status of Language Service staff recruited through competitive examinations		44	38
e. Review of the contractual status of approximately 700 staff in the General Service and	700	528	572

**/ On-going activity. The Office was able to report this statistics for 1998-1999 but not for 2000-2001.

#/ On-going activity.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
related categories for conversion to career appointment			
f. Servicing the appointment and promotion bodies and departmental placement and promotion panels; and participation in management working groups	*/	140	142
g. Monitoring of the administration of benefits and allowances of approximately 7,000 staff, carried out under delegated authority	7 000	3 500	3 500
h. Review and revision of administrative policies, staff regulations and rules, and administrative instructions to reflect current Organizational needs and to ensure consistency		45[a/]	36
i. Induction of approximately 2,500 staff a year to advise them of their obligations under the Staff Regulations and Staff Rules	5 000	2 500	2 500
j. Review of individual classification requests for posts in the Professional category and above and in the Field Service and the General Service and related categories at Headquarters	#/	#/	#/

Subprogramme 2: Specialist services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Servicing of intergovernmental/expert bodies			
i. Approximately 15 formal meetings of the Fifth Committee on matters related to the United Nations common system, including conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system	10	5	7
ii. Approximately 20 informal consultations of the Fifth Committee	23	15	5
iii. Approximately 20 meetings of the Advisory Committee on Administration and Budget Questions	6	3	5
2. Parliamentary documentation			
Reports to the General Assembly on human resources management policy issues, including issues related to the common system, such as conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system	6	3	5
3. Published material			
Promulgation of salary scales, administrative and information circulars	200 salary scales 30 ST/ICs	100 salary scales 16 ST/ICs	100 salary scales 15 ST/ICs
4. Administrative support services			

[a/] In 2000, considerable progress was made by OHRM in its project to streamline existing rules and procedures. As a result, the output number is high reflecting the significant number of decisions taken for this purpose.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
i. Common system, compensation and inter-agency policy :			
a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization through substantive participation in meetings of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions and coordination of such policies and procedures with other organizations of the common system	12	7	4
b. Monitoring of the implementation of policy instructions and guidelines relating to salaries, allowances and other entitlements	2 000	1 100	1 150
c. Conduct salary surveys at a number of duty stations	46	25	12
d. i) Review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in more than 180 duty stations, covering a number of staff categories;	300	150	180
ii) Automated processing and transmission of salary survey data to other United Nations agencies and field duty stations;	300	150	160
iii) Implementation of emoluments packages for all categories of staff on a timely basis;	a/	a/	a/
e. Maintenance of the electronic database (current and historical) of all General Service and National Officer salary scales	1 500	760	760
Additional:			
f. Reviews of conditions of service in relation to ungraded high-level officials of the United Nations, the International Court of Justice and the international tribunals and analysis of the levels of honoraria thereon	15	8	9
g. Establishment, review and updating of allowances and other entitlements related to peacekeeping operations	20	8	13
h. Management of classification policy, participation in the development and improvement of the classification system, including the development of generic job descriptions; provision of advice on job design and organizational structure.	700	700	700
i. Classification of posts, as required.	700	700	850[13]
j. Assistance in the implementation of the classification standards	1 350	730	650
k. Review of classification appeals	50	30	30
ii. Appeals and disciplinary matters			
Total number of appeals		90	123
Total number of disciplinary cases		127	129
a. Provision of advisory services to programme and line managers in the implementation	a/	a/	a/

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a/ On-going activity

[13] Including 350 for UNIFIL.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
of human resources policies pertaining to the administration of justice, including provision of legal assistance in the handling of appeals and disciplinary matters			
b. Review of requests by staff alleging violation of the terms of appointment and liaison with and advice to departments and offices on how to proceed, including settlement wherever possible		180	143
c. Preparation and submission of the Secretary-General's response in appeals filed before the Joint Appeals Board		31	25
d. Representation of the Secretary-General at and contribution to the deliberations of the Board		28	35
e. Review of disciplinary matters referred to the Office with a view to determining whether or not disciplinary charges are warranted; preparation of recommendations for disciplinary actions as appropriate		82	129
f. Preparation and submission of written presentations to the Joint Disciplinary Committee		10	25
g. Representation of the Secretary-General before the Joint Disciplinary Committee in oral hearings		2	3
iii. Staff development and career support: Numbers of staff trained			
a. Management development: provision of an integrated series of managerial development programmes for staff at all levels, including people management, supervisory skills, General Service Development, negotiation skills, mentoring programmes, gender and diversity programmes and modular programmes to develop specific core and managerial competencies.	6 550	2 750	2 490
b. Information technology: Provision of information technology training programmes	16 500	7 450	8 634
c. Human and financial resources management: provision of programmes to build administrative skills and to enhance the capacity to manage human and financial resources.	1 300	630	767
d. Upgrading of substantive skills and career support: provision of funding to individual departments for the upgrading of substantive and technical skills as well as career support programmes, orientation and sabbatical leave programmes	7 230	3 900	5 099
e. Implementation of language and communication programmes at Headquarters	8 550	4 230	5 416
f. Administration of the language proficiency examinations Secretariat-wide.	3 000	3 372	3 435
iv. Competitive entry processes			
a. Administration of national competitive recruitment examinations at the P-2 level, to be held in approximately 25 to 30 countries per year in 14 occupational groups[14]	50 countries	18 countries	33 countries

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[14] Depending on status of representation and interest of the country.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
b. Administration of P-3 national recruitment examinations as P-3 vacancies are identified. Competitive recruitment examinations will focus on Member States that are unrepresented, under-represented or in the lower part of their recruitment ranges	1 country	1 country	N/A
c. Administration of competitive examinations for promotion from the General Service and related categories to the Professional category in six to eight occupational groups per year[15]	12 groups	6 groups	N/A
d. Administration of examinations at the P-2 and P-3 levels for posts requiring special language competence	12 exams	11 exams	17 exams
e. Administration of tests at Headquarters for recruitment of General Service staff (clerical, stenographic, statistical and accounting and conference typists) for an estimated 2,000 candidates annually	4 000 tests	2 251 tests	2 152 tests
f. Management of the internship programme for approximately 450 interns per year	900 interns	410 interns	446 interns
v. Staff counseling			
a. Coordination of counselling for personal, family, immigration, insurance, educational and legal matters; counselling on work-related difficulties, permission to work issues and substance abuse recovery; bereavement counselling; and provision of support in case of critical incidents	8000	5 091	5 898
b. Contribution to the review and development of policies and procedures related to staff welfare and mental health		16 meetings	15 meetings
c. Organization of the annual pre-retirement programme (approximately 350 participants annually), including the production and Secretariat-wide distribution of pre-retirement booklets (1,500 copies annually)	700/3 000	350/1 500	750/1 500
d. Administration of the Staff Benevolent Fund (processing about 200 loans and servicing approximately 45 meetings of the Fund's board annually		41 meetings	200/46

Subprogramme 3: Medical services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
I. Clinical services (for New York-based staff of the UN, UNDP, UNICEF, UNOPS, UNFPA and other agencies)			
(a) Full medical examinations	6 500	3 090	3 125
(b) Medical consultations by physicians, nurses and visiting medical consultants (radiologist, ophthalmologist, cardiologist, psychiatrist)	85 000	43 479	42 806
(c) Immunizations, injections and electrocardiograms	12 500	6 753	7 370
(d) Laboratory investigations (number of patients)	18 000	11 198	9 151
(e) Radiological investigations and review of x-ray films of field exams	20 000	15 817	9 746
(f) Health promotion services: ergonomics, work environment surveillance, screening for glaucoma,			

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[15] Depending on staffing needs.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
diabetes control and breast cancer support		***/	****/
II. Medico-administrative services (for worldwide staff of the UN, including peacekeeping operations, UNDP, UNICEF, UNOPS, UNFPA)			
(a) Review and classification of medical examination reports from examining physicians worldwide	23 000	11 528	12 631
(b) Providing medical clearance for recruitment, reassignment, peacekeeping assignment and mission travel	55 000	27 329	33 171
(c) Advice on medical evacuation/repatriation of overseas staff and follow-up with hospitals, etc.	2 500	1 290	1 406
(d) Certification of sick leave cases beyond decentralized authority	35 000	22 992	29 797
(e) Determination of system-wide disability benefit from the UN Joint Staff Pension Fund	1 500	593	852
(f) Review and advice on system-wide medical compensation cases from the ABCC	1 000	496	394
(g) Review and advice on special dependency benefit and special education grant	700	410	495
III. Field-related services (collectively for field staff)			
(a) Establishment, assessment and ongoing technical support to UN dispensaries and clinics of field missions	80	43	46
(b) Maintenance of roster of pre-qualified physician candidates			72
(c) On-site assessment of local medical facilities in field duty stations	12	8	2
(d) Maintenance of medical database of mission staff			3 372
(e) Determination of health rating of duty stations worldwide in conjunction with ICSC classifications	650	320	320
(f) Appointment and review of UN examining physicians worldwide	1 500	780	780

***/ Diabetes control (240), breast cancer support (220), screening for glaucoma (92), responding to work environment and ergonomic issues (495).

****/ Diabetes control (200), breast cancer support (288), screening for glaucoma (75), responding to work environment and ergonomic issues (515).

Section 27C. Office of Human Resources Management – qualitative assessment of programme performance

Subprogramme 1: Operational Services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Organizational change in line with the Secretary-General's reform initiatives. HR planning, information management, staffing and staff administration. Advancing automation, streamlining and simplification of administrative processes. Further integration of recruitment, placement and promotion activities and making them more efficient and cost-effective.	Approval of reform proposals by the General Assembly. Reduction in the number of excessive vacancies in specific offices and special recruitment campaigns to fill newly created posts. Improvement in geographical representation and gender balance Completion of HR planning exercise and of HR action plans for all departments and offices Development of automated tools to streamline HR processes.	Developed new system of recruitment, placement, mobility and promotion. GA resolution 55/258 on human resources management approved proposed amendment to staff rule 104.14 relating to Central Review bodies of the new staff selection system. Further refinement of an automated tool (Galaxy) to support the new staff selection system to improve timeliness and transparency of recruitment process. Implemented a pilot automated tool for on-line recruitment to fill Brahimi I posts in DPKO, which enhanced the application and evaluation process of recruitment. Completed recruitments for Brahimi I posts. Reduced the number of vacancies in ECA (from 30.6 per cent in 2000 to 25.1 per cent in 2001) and OCHA (from 21.1 per cent in Dec 2000 to 17.8 per cent in 2001). Secretariat-wide, improved geographical representation (number of un-represented countries decreased from 25 in 2000 to 17 in 2001) and gender balance (from 36.8 per cent in 2000 to 40.4 per cent in 2001 at Professional and higher categories). Increased recruitment of successful NCE candidates in the Secretariat (from 117 in the previous biennium to 142 in 2000-2001). Developed ICT strategy for OHRM, covering various aspects of HR functions, in pursuance of the Secretary-General's vision of an "electronic UN". IMIS Release 4 implemented at Headquarters following a major data clean up.

Subprogramme 2: Specialist services

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Management and organizational change secretariat-wide b) Job and career satisfaction among staff and managers c) Streamlined and strengthened competitive entry processes d) Increased decentralization, delegation of authority and process simplification e) Fair and equitable work place	a) (i) Institutionalized performance management secretariat-wide (ii) Counseling and advisory services available to all staff b) (i) Positive feedback from both staff and managers on job and career satisfaction (ii) Competitive conditions of service (iii) Developed organizational incentives c) Recruitment and	- Increased progress in development management capacity organization-wide through: extensive learning programme to strengthen organizational competencies, and improved career support programmes for staff at all levels including special development programmes for new professional staff, programmes to support performance management such as competency-based interviewing, coaching, GS development; client service; project management; new IT courses; succession planning, career planning and career counseling; and inclusion of PAS and performance management sessions in staff development programmes (45,500 participants in staff development programmes Secretariat-wide during the biennium); - Developed self-study courses on UN Intranet, improved IMIS training and website; - Developed PAS revision taking into account survey of staff Secretariat-wide; initiated the development of an electronic PAS (e-PAS) which incorporated competencies and other improvements; developed performance management indicators on submitted appraisal ratings, PAS operational mechanisms and compliance levels; revised training guide on PAS; expanded PAS implementation at offices away from Headquarters (for instance the ICTY and ICTR); and monitoring of the status of implementation Secretariat-wide; - Developed policies and procedures related to staff welfare and mental health and increased counseling capacity through more efficient use of internal resources: tailored extensive counseling services following 9/11; and creation of a group of "peer counselors"; implementation of annual pre-retirement programme;

Expected accomplishments	Indicators of achievement	Accomplishments realized
	retention of best qualified candidates d) Decentralized training programmes and funds to Departments and offices with proper monitoring and reporting tools; e) Improved handling of disputes and disciplinary cases	- Contributed to the review of pay and benefits launched by ICSC through chairing inter-agency groups and developing proposals; - Simplified and improved the classification system thru the conduct of phase I of the development of generic job profiles, which constitutes the front-end of the new staff selection system; - Improved transparency and accessibility to information through the launch of an enhanced electronic HR Handbook after process of streamlining of staff rules; - Improved website including information on UN salaries, allowances and benefits; - Publication and distribution of a career support guide throughout the Secretariat, available on-line on Intranet; - Improved orientation programmes; - Implemented the voluntary managed reassignment programme for entry-level professional staff and launched the managed reassignment of staff recruited after 1/1/2000; - Introduced a mentoring programme with training of mentors and mentees; - Improved geographical distribution through focus on the Member States which are un-represented, under-represented or in the lower part of their recruitment range in national competitive exams (held in 33 countries in 7 occupational groups in 2000 and in 38 countries in 12 occupational groups in 2001); - Strengthened recruitment process through implementation of new interviewing methods (for instance, competency-based interviewing programmes and assessment center developed in cooperation with OIOS for the recruitment of auditors); - Strengthening of decentralized programme for upgrading of substantive and technical skills; implementation of new programmes to support managers in working in a more decentralized environment with greater accountability (for instance project management and contract management); provision of additional programmes to offices away from Headquarters; increased access to courses on the United Nations Intranet available to all duty stations Secretariat-wide (for instance library of 54 IT self-study courses); - Contributed to improvement of the internal system of justice through the promotion of early resolution of conflict and the increased use of mediation in resolving dispute (19 settlements / withdrawals of cases in 2001); an improved lessons-learned capacity as a result of refining databases as well as monitoring cases; the application and publication of a court calendar, which shows appellants that cases are heard in an equitable order under transparent criteria; an enhanced cooperation with DPKO/FALD regarding need for an improved capacity for informal resolution of and formal investigations in cases where sexual harassment is alleged and training course for senior field administrative officers on handling disciplinary and appeals cases.

Subprogramme 3: Medical services

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Increased awareness of staff and programme managers of the U.N. medical standards and policies; b) Improved staff health care through the provision of timely and adequate medical services.	a) The degree of satisfaction expressed by staff and programme managers for increasing their awareness of medical standards and policies. b) (i) Increased proportion of the staff undergoing periodic medical examinations; (ii) Increased proportion of field duty stations with adequate medical facilities and services; (iii) The degree of satisfaction expressed by staff with regard to the quality and timeliness of medical services.	Clinical services provided to New York-based staff of the United Nations, UNDP, UNICEF and other agencies, including full medical examinations, doctors and nursing consultations, immunizations, electrocardiogram, laboratory and radiological investigations. A database for nurses' daily input of clinical and medico-administrative activities was developed in 2000, and the MSD Home Page for the UN Intranet was launched in March 2001. Health promotion/awareness programmes included annual blood donation drive; issuance of "UN Health News" (2); lectures/presentations by specialists on the topic of breast cancer, diabetes, cancer prevention and wellness (3); influenza vaccination campaign; vision screening; annual Health Fair; Breast Cancer Support and Diabetes Support Group monthly meetings. Occupational health services: cooperated with other departments and offices in New York with respect to ergonomic requirements, air quality testing and electromagnetic field surveillance; advised on findings including lead levels (Kosovo) and depleted uranium situation (UNIKOM and Kosovo). Medico-administrative services: Over 140,000 medical files were reviewed for medico-administrative purposes in 2000-2001 compared to approximately 115,000 in 1998-1999: review and classification of overseas exams, medical clearance, medical evacuation, sick leave, pension disability, medical compensation, special dependency benefit and special education grant. Regarding decentralization of field-related medico-administrative activities, two ST/AIs were issued concerning Medical standards and clearances, and Medical evacuation. Field-related services including maintenance of roster of pre-qualified physician candidates and medical database of mission staff. The dispensaries in 8 field duty stations were re-evaluated in 2000, as recommended by the Standing Committee of the UN Common System and endorsed by CCAQ; a physician assisted in developing HIV/AIDS Programme at the UN Health Care Center in Addis Ababa; and the Medical Director joined the technical survey team to reassess Pakistan and Afghanistan in 2001.

Section 27D: Support Services
Selected outputs/services provided during the biennium 2000-2001
Subprogramme 1: Security and Safety

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Security Services			
i. Number of meetings (such as General Assembly, Security Council, Main Committees and other meetings)	3 250	682	450
ii. VIP visits coverage (heads of Government, foreign ministers and other VIPs)	1 200	326	375
iii. Number of special events and assignments covered (such as seminars briefings, exhibitions, concerts, ceremonies and Department of Public Information and UNICEF events)	750	414	296
iv. Number of security-related investigations (such as offences against public order, assassination threats, bomb threats, trespassing incidents, property damage, theft and other incidents)	1 120	605	560
v. Weapons detected (such as firearms, knives and other dangerous items)	27 000	5 565	4 828
vi. Grounds passes issued	140 000	193 955	161 204
vii. Locksmith work orders completed	71 000	16 419	17 401
viii. Outdated passes confiscated	7 500	1 248	1 491
ix. Uniformed personnel coverage of security posts/patrol coverage by work/hours	208 407	208 407	208 407
x. Passenger vehicles	317 000	313 500	346 586
xi. Commercial delivery vehicles	61 500	9 272	12 121
2. Special Services:			
i. Number of safety-related investigations	1 800	133	140
ii. Number of responses to emergencies	700	1 134	1 401

Subprogramme 2: Information technology services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Mainframe			
i. Computer use hours	150 000	N/A	N/A
ii. Number of jobs	390 000	111 658	99 460
iii. On-line connect hours	160 000	26 652	28 343
2. Others			
i. Calls to Help Desk	12 000	10 113	12 009
ii. Network connections	6 000	6 000	6 000
iii. Personal computers standardized	6 000	6 000	6 000
iv. IMIS users at Headquarters	1 600	1 710	1 832
v. Requests for service	2 600	3 674	4 813
vi. E-mail users at Headquarters	5 050	6 000	6 225

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
vii. Average daily e-mail messages	40 000	25 000	30 000
3. Telephone services			
i. Internal calls within the Headquarters complex	6 300 000	4 658 796	5 590 555
ii. Calls over the United Nations network	2 000 000	1 063 000	1 275 600
iii. Local and long-distance calls (commercial)	6 000 000	7 309 360	8 771 232
iv. Private automatic branch exchange transactions (moves and changes)	7 500	5 808	6 947
4. Messaging services			
i. Transmitted telex traffic, in minutes	8 000	1 100	907
ii. Transmitted cable traffic, in words	30 000	27 456	19 388
iii. Facsimile traffic, in pages	300 000	227 078	277 293
5. Optical disk system			
i. Optical Disk Storage capacity (in GB[16])	200	225	236
ii. Size of the system database (in MB[17])	1 850	2 753	12 300
iii. Number of documents stored in system	130 000	155 169	175 485
iv. Number of registered users at the Secretariat	6 000	6 714	7 402
v. Number of Member States registered users	2 000	1 109	1 175
vi. Videoconferences	250	359	531

Subprogramme 4: Procurement and transportation

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
i. Number of contract negotiations	300	447	469
ii. Number of purchase orders processed	5 000	4 201	4 031
iii. Number of cases presented to the Headquarters Committee on Contracts of which *78 were LOA	1 000	468	*559

Subprogramme 5: Travel and transportation

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
i. Number of travel transactions processed	40 000	22 230	23 594
ii. Number of travel documents issued	30 700	15 456	18 342
iii. Number of host country and consular visa transactions (including host country reporting)	22 900	14 018	13 137
iv. Number of incoming and outgoing shipments	2 000	1 350	1 109
v. Number of deliveries/pick-up stops	34 500	24 680	15 841
vi. Number of receiving/inspection actions processed	10 500	9 060	7 612

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[16] GB = gigabytes.

[17] MB = megabytes.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
vii. Number of stock items processed	51 000	25 274	26 290

Subprogramme 6: Facilities mangement

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Facilities management and maintenance			
i. Number of evening meetings	300	161	150
ii. Number of Security Council meetings	500	255	277
iii. Number of work orders completed	40 000	19 980	26 194
iv. Number of alteration and improvement projects to be implemented	30	13	33
v. Number of major maintenance projects to be supervised	50	27	35
vi. Number of electrical construction projects to be implemented	110	54	42
vii. Number of requisitions for non-expendable furniture to be processed	4 000	2 006	2 732
2. Mail operation			
i. Number of incoming/outgoing pouch bags	180 000	91 670	84 694
ii. Estimated weight of incoming and outgoing pouch bags (in lbs.)	5 000 000	2 349 255	2 123 159
iii. Number of pieces of outgoing mail sorted	14 000 000	11 735 600	12 297 806
iv. Number of pieces of outgoing postal mail dispatched	1 800 000	901 273	874 232
v. Number of incoming communications opened and processed	370 000	150 420	248 476
vi. Number of pieces delivered/collected	8 400 000	4 195 386	3 694 664

Subprogramme 7: Archives and records management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Records information system			
i. Briefings and demonstrations	75	7	14
ii. Secretariat records systems analysis	20	2	8
iii. On-site systems implementation and support services	30	6	140
iv. Technical services responses internal and external	2 000	1 201	704
v. Information technology research reports and briefs	8	5	5
2. Archives and records center			

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
i. Microfilm preservation	*/		
ii. Accessions (linear feet)	5 500	3 196	3 994
iii. Disposals (linear feet)	5 000	2 337	1 710
iv. Reference service requests	5 250	2 624	2 936
v. Copies furnished (pages)	12 750	11 162	40 977
vi. Archival processing (linear feet)	1 600	900	1 680

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*/ Number not programmed in the Proposed Programme Budget for the biennium 2000-2001 (A/54/6/Rev.1)

Section 27D: Office of Central Support Services – qualitative assessment of programme performance

Expected accomplishments	Indicators of achievement	Accomplishments realized
To protect persons and property and to ensure safe and secure environment at United Nations Headquarters; to develop a unified command concept with other major duty stations; to provide training to security officers at these locations as well as to security staff assigned to field missions.	Effective security measures are in effect at all times throughout United Nations premises. A unified, cohesive, system-wide command structure. An adequate cadre of highly trained officers who are versatile in security operations including trained certified medical technicians. Improved fire and safety response mechanisms including ability to respond in a chemical-biological incident.	Provided safe and secured environment to all visiting high officials even during highest security alert in the host country. Protected the United Nations property. The security and safety service is regarded among its peers as a modern, fully trained security outfit. Noted for its responsive management style. Innovative initiatives and customer service approach.

Subprogramme 2: Information technology services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Design, maintenance and operation of the information and communications technology (ICT) infrastructure at the United Nations Headquarters. This include the maintenance and operation of all centrally managed software applications; the provision of broadcast, sound and video services and technical support for conferences and meetings; the maintenance and operation of the voice communications facilities; the provision of information technology services to the Permanent Missions in New York; the provision of the Help Desk and user support to all staff at United Nations Secretariat; and advising Departments on best practices in system development and monitor compliance with established IT standards and security procedures to ensure secure access to applications and compatibility of ITC systems.	Average availability of ICT systems to users; positive feedback from clients.	The ICT infrastructure has been fine-tuned to further improve the high availability of all system components. Current system availability is well in line with industry standards, reaching up to 99.99% for individual components. Change management procedures have been established to ensure the smooth implementation of system upgrades and enhancements. By migrating the Optical Disk System from a proprietary platform to an open system, limitations on storage capacity and concurrent users were virtually eliminated. This, together with the newly introduced multilingual support (up to six languages), has greatly improved the accessibility of information to permanent missions and governments. The Internet and e-mail services to missions have been integrated into the United Nations network, eliminated the need for a separate service provider. This migration has significantly increased the robustness of service and the availability of users. The upgrade of the UNHQ e-mail system is one of the major upgrades of enterprise applications carried out during this biennium. The migration to Lotus Notes resulted in the availability of enhanced communication tools to UNHQ users and improved systems integration. Conference room facilities have been upgraded to meet the demand for advanced technologies. Among other projects, large high definition display screens have been installed in the General Assembly Hall. The number of videoconferences supported by ITSD involving advanced technologies has significantly increased. These activities have enhanced the visual and audio quality of conferences and meetings. The voice communication services were expanded integrating a number of additional sites into the UNHQ telephone system. The voicemail system was upgraded providing more robust voice mail services to users. Security procedures and ICT standards were kept updated reinforcing the high availability rate of ICT systems.

Subprogramme 3: Integrated Management Information System

Expected accomplishments	Indicators of achievement	Accomplishments realized
Complete the development of IMIS Payroll, the last major component of IMIS. Deploy IMIS Finance and Accounting services at all remaining major duty stations. Establish the IMIS common maintenance operation that ensures the continuous support and maintenance of IMIS for the UN Secretariat, UNDP and UNICEF. Provide assistance to users in their daily interaction with IMIS and ensure its availability. Develop corrections and enhancements to support administrative activities covered in IMIS. Enable remote access to IMIS. Consolidate Headquarters and major duty stations Human Resources and Financial data.	Positive feedback for clients. Availability of services.	IMIS Payroll started full operation at UN Headquarters in January 2001, providing consistent and accurate processing of payroll. IMIS Payroll is also operational at ESCWA, UNOV and UNDP; UNOG and other UN major duty stations, and UNICEF will begin IMIS Payroll operations in 2002. In July 2001, IMIS Finance was implemented in UNON; all major duty stations now have a common and consistent tool to perform and report on their administrative tasks. The availability of IMIS during working hours, excluding scheduled downtime, currently exceeds 98%. IMIS Substantive Interest Groups, incorporating user representatives, have been started to formulate and prioritize IMIS enhancements. Staff at UNHQ Human Resources and Finance have online access to IMIS of other major duty stations. Preparations nearing completion for access to UNHQ IMIS from field office, with implementation in the first peacekeeping missions scheduled for the first quarter 2002. UN worldwide Human Resources and Financial reporting has been facilitated by the consolidation of IMIS data. Plans for the technological upgrade of the system have been submitted to the General Assembly.

Subprogramme 4: Procurement

Expected accomplishments	Indicators of achievement	Accomplishments realized
To provide the Organization with increasingly responsive, expeditious and cost-effective procurement of goods and services for Headquarters, regional offices and field missions, through continuing development of the procurement function by use of on-going training programmes, new technology tools, Common Service and Lead Agency agreements and a client oriented structure, whilst ensuring a competitive, fair and transparent process.	Positive feedback from in-house client offices, external business communities, and the Member States; Workload statistical data.	Efficient tracking of status of clients' requirements introduced plus direct performance monitoring of both PD procurement Teams and the Division itself through a requisition tracking system maintained on the PD site within the UN Intranet. More of the procurement process was moved into the public domain through the enhancement of the PD internet site to include on-line contract award notices by commodity/service, development of the advertisement feature for firms from developing economies and economies in transition, moving the annual procurement plan from a commodity list to an actual quantity/delivery point/schedule, and public real-time current bids in process reporting. Substantial efficiencies have been achieved, with concomitant releasing of resources, through the use of digital distribution of both external and internal documentation, Purchase orders, contracts, HCC presentations. The Division has been recommended by the legislative bodies to act as a role model for other procurement offices within the United Nations system to improve their procurement practices.

Subprogramme 5: Travel and transportation

Expected accomplishments	Indicators of achievement	Accomplishments realized
To provide effective and cost-efficient travel and transportation services by adjusting to changing market conditions and maximizing the UN purchasing power through the expansion of the common services approach between all New York-based funds and programmes.	Various workload statistical data and reports; client satisfaction surveys regarding services delivered, in addition to timeliness and accuracy; level of discounts.	A high level of savings through negotiated discounted airfares and the expansion of relevant agreements with the airlines; implementation of common services contract for stationery and expendable office supplies resulted in tangible savings for the United Nations Organization in New York; the utilization of computerized monitoring of deliveries allowed a more efficient use of resources and timely deliveries of goods and services; reduced processing time and increased efficiency for traveling staff members and for Executive Office staff achieved through the implementation of an on-line lump-sum processing system and automation of processes related to the issuance of UNLPs and Visas.

Subprogramme 6: Facilities Management

Expected accomplishments	Indicators of achievement	Accomplishments realized
To provide effective and efficient planning, management, maintenance and operation for all existing premises at Headquarters and to provide support and maintenance to all meeting facilities at Headquarters.	Degree of satisfaction by the users of the facilities. Timely, efficient and reliable provision of all services. Cost-effective delivery of services consistent with industry standards and benchmarking. Improved customer service and response time. Compliance with existing health, safety and building code regulations. Projects are successfully completed on time, within budget and with high quality.	Safe, clean and comfortable working environment. Proper and effective maintenance of the buildings and its systems as well as efficient and reliable services impacted positively the working environment of the staff and delegates. Safe, clean and comfortable surroundings enhanced the appearance of the facilities to the visitors and users of the buildings. Efficiencies in management of the utilities, space and rental costs, and in-house and contracted services saved resources that were used to promote other essential services for the Organization.

Subprogramme 7: Archives and records management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provide cost-effective, high quality and timely archives and records management services in support of the Organization's substantive programmes and common services reform initiatives. Create a trustworthy record-keeping system, including "born-digital" records and their preservation as digital archives, to permit systematic, automated information storage and retrieval and the integration of achieves and records management activities into an overall automated information system to the advantage of all uses, including Member States and their permanent missions, as well as the observer missions at Headquarters.	Timely provision of satisfactory records management advisory services to Secretariat offices. Progress in automation and electronic dissemination of retrieval tools and more effective reference services for internal and external users. Increased participation in collaborative information planning endeavours.	- Retention schedules developed for Secretariat offices, with special focus on DPKO - Coordination and collaboration with Offices Away from Headquarters has improved management of records *in situ* and identification of records for transfer to ARMS. - Collaboration established with ITSD will assure that record-keeping functionality is included in an electronic correspondence log prototype. - Relocation of UN records to archive acceptable facilities was the first step toward realization of a common services archives research center and other collaborative opportunities. Proximity of UN archives to the Headquarters Building has increased on-site consultation by Secretariat offices. - Continued conversion of manual finding aids to electronic format has facilitated delivery of reference services and future availability of indexes on the internet. - Common services appraisal and digital archives projects are underway for enhancing the protection of core records and systematic destruction of obsolete records.

Section 27E: Administration, Geneva

Selected outputs/services provided during the biennium 2000-2001

Subprogramme 1: Financial and electronic resources management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. Programme Planning and Budget Section			
(a) Allotments issued	1 200	585	713
(b) Conference costings	450	243	276
2. Finance Section			
(a) Financial statement prepared	2 200	1100	1100
(b) Bank accounts reconciled	120	92	57
(c) Number of accounts maintained [1/]	44 000	37533	35311
(d) Obligations processed [1/]	96 000	17471	8438
(e) Claims and travel payments [1/]	19 300	12450	19628
(f) Education grant payments	6 400	3119	3329
(g) Other payments [1/]	38 000	15523	17837
(h) Journal vouchers	6 100	N/A [1/]	N/A [1/]
(i) Consultancy payments	2 800	1643	3381
3. Treasury			
(a) Investment vouchers [1/]	1 300	400	482
(b) Cheques issues	8 500	4586	3900
(c) Payment requests [1/]	35 100	24735	30489
(d) Receipts issued [1/]	10 600	5279	3757
4. Medical Insurance Unit			
Medical insurance claims requested	70 700	31972	36926
5. Telecommunications			
(a) Number of organizations serviced directly (connected to PBX network or in Petit Saconnex buildings)	40	41	41
(b) Number of organizations serviced directly (accessing point to United Nations global network at UNOG)	8	8	8
(c) Number of extensions installed	6 000	6200	6400
(d) Number of voice mail installed	1 800	2300	2850
(e) Number of moves, adds and changes	9 000	5000	5000
6. Information on traffic			
(a) Number of calls on public network (local and long-distance, including international)	8 000 000	3300000	3100000
(b) Number of minutes on public network	18 300 000	9800000	9200000

[1/] The main difference between actual 2000-1 statistics and the estimates is due to IMIS R.3 implementation in April 2000 resulting in changes in administrative workflow and procedures including document types used.

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(c) Number of calls on private network	500 000	32400	500
(d) Number of minutes on private network	[2] 1 200 000	114000	1600

Subprogramme 2: Human Resources Management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Bern Card actions	13 500	5602	13370
(b) P-5 actions processed	12 600	9032	9343
(c) Travel authorizations processed	770	382	755
(d) Letters of appointment issued	4 700	3734	4251
(e) Attestations for staff	1 960	1059	1095
(f) Home leave requests processed	750	408	380
(g) Within-grade increments processed	2 100	1248	1568
(h) Performance evaluation reports received	1 900	[3]	[3]
Administration of justice			
(a) Joint Appeals Board cases	110	82	39
(b) Joint disciplinary Committee cases	3	1	4

Subprogramme 3. General services –1. Procurement contracts and supplies

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Number of purchase orders	7 700	3318	3 915
(b) Number of invoice payments processed	21 500	[6]	[6]
(c) Quantity of supplies (entries/issues)	13 400	8 786	8 252
(d) Number of Committee on Contracts presentations	150	51	44
(e) Number of requests for in-house printing	820	[5]	[5]
2. Transport and petrol card			
(a) Petrol cards	5 750	4 027	5 197
(b) CD car plates	420	[5]	[5][6]
(c) Import/export	7 600	5602	3 780
(d) Other formalities	8 000	5607	6 083
(e) Bills and Claims		764	3 050

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[2] This figure should have read 200,000 instead of 1,200,000

[3] Will be submitted as soon as possible.

[4] Reported under bills and claims

[5] Statistics no longer kept since workload is negligible.

[6] Processed.

Output/service by subprogramme	Programmed	Number provided	
3. Travel documents	2000-2001	2000	2001
(a) Travel authorizations			
(b) Travel claims	34 000	17 486	19 925
(c) Laissez-passer issued	19 500	9 849	10 798
(d) Visas	5 800	9 649	[b]11953
(e) Family certificates	7 850	3 700	3 778
(f) United Nations certificates	1 500	754	735
	1 600	1 205	1 156

Subprogramme 4. Staff development and training

Output/service by subprogramme	Programmed	Number provided	
Language training	2000-2001	2000	2001
Actual enrolment			
	3 650	2 128	2 087

Section 27E. Administration, Geneva -qualitative assessment of programme performance

Subprogramme 1. Financial and Electronic Resources Management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Programme Planning, Budget and Accounts: Implementation of IMIS Release 3 for UNOG and other offices in Geneva. Preparedness to implement IMIS Release 4 (Payroll) for UNOG and other offices in Geneva in January 2002. Strengthening UNOG policy on reimbursement of services from extrabudgetary activities.	Enhanced financial accountability. Staff paid in accordance with Release 4. Six additional MOUs signed with client organizations.	Successfully implemented resulting in enhanced internal controls and work efficiency. All preparatory work completed. Release scheduled for January 2002. Three MOUs were negotiated and signed and three others to be signed in 2002 as soon as negotiations are completed.
Medical Insurance: Effective medical insurance processes and services.	Reduction in workload and manual processing for retiree deductions. Insurance cards provided to all members. Additional financial support in cancer cases.	Deductions of retirees medical insurance directly through JPS. Insurance cards provided to all members of Insurance Scheme. Insurance coverage is sufficient to fully meet costs of diagnostic and medical tests for cancer-related cases.
Integrated Management Information System and Information Technology Services: Upgrade of network infrastructure increased availability of network services at all sites on the Metropolitan Area Network (MAN). Upgrade of Internet access for MAN. Campus-wide Provision of Multipoint Videoconferences (extended to Missions)	Progress in upgrading network infrastructure. Access to more Internet Services on MAN. Installation of a Multipoint Conferencing Unit (MCU) Specific improvements.	Increase of network bandwidth from on Desktop level. Replacement of 250 major network components. Provision of increased network bandwidth connections for all MAN sites. Upgrade of Internet bandwidth. Enhancement of network security. Support for 4,000 concurrent Internet Sessions on the MAN. The MCU was established with the capability of connecting up to 12 sites to service more than 280 conferences.
Improvement of voice communications services.	Extent of coverage of IT Services. Development of Service Level Agreement and a matrix of Performance Indicators for IT Services provided to ESS Clients.	New services such as toll-free numbers and corporate world-wide Internet dial-up access has been implemented.
Extension of IT Services to new clients under frame agreements.		Five new entities, representing approximately 150 users, signed up for the receipt of IT Services from ESS. Negotiations with other entities are ongoing. Service Level Agreements being negotiated with clients.
Implementation of IMIS Release 3 and 4 for UNOG and other offices in Geneva.	Quality of technical support and technical infrastructure for IMIS 4. Provision of training for implementation of IMIS 4.	Operating systems upgraded through installation of 6 additional servers and training delivered on the implementation of Releases 3 and 4.

Subprogramme 2. Human resources management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Structural changes to implement the reform of Human Resources Management.	Improvement in HR services to staff.	Merging of former Recruitment and Placement Section and Personnel Administration Section into HR Operations Section organized by teams responsible for full range of HR services from recruitment to separation of staff members.
Assume responsibilities for 200 plus project personnel hitherto administered by UNCTAD.	Efficient transfer of responsibilities. Client satisfaction with services.	Training of integrated teams' staff to raise knowledge and facilitate the transfer of expertise was successfully completed. Integrated approach in delivery of services has led to increased motivation by broadening of scope of responsibilities and raising levels of quality. Positive feedback from client-offices.
An enhanced system of forecasting, monitoring and filling of vacancies.	More expeditious filling of vacancies.	Responsibility for 200 UNCTAD staff assumed. Reviewed and retroactively implemented hardship field entitlement payments outstanding for a number of years.
Whole office review of work methods, role and functions of the JAB/JDC/ABCC Secretariat to respond to changing role and functions of the UN Internal Justice System in general and in UNOG in particular – to, *inter alia*, reduce backlog of cases and streamline work methods.	Reduction of inherited backlog. Reduction in case processing time. Enhanced quality of legal research and reports. Reduced criticism and number of appeals.	In GS category, where UNOG has delegation of authority, average time has been reduced from 21 to 12 weeks. Increased cooperation and responsiveness of Departments/Offices. Regarding backlog, at the beginning of 2000, 36 appeals remained pending. In the course of 2000, the JAB has received 21 appeals and three requests for suspension of action. As of 31 December 2000, the JAB Secretariat had disposed of 37 appeals and only 20 remained outstanding. Enhanced efficiencies allowed the JAB to process a case within 12-14 months, from the date when the appeal has been lodged. The number of new cases filed went down from 28 in 1999 to 21 in 2000 and 15 in 2001. Positive feedback regarding enhanced quality of legal policy advice, research and reports.

Subprogramme 3. General Services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Strengthening of common services among Geneva – based organizations	Increase in number of joint ventures with Geneva-based sister organizations from the existing four (i.e. in the areas of photocopying paper, office supplies, purchase of IT equipment and software and purchase of heating oil).	Establishment of a Task force on common services with all Heads of Administration as membership entrusted with the task of making recommendations to the Management Ownership Committee (Executive Heads) towards establishing/strengthening common services areas among UN system Geneva-based organizations. Four new joint activities were implemented in the following areas: Preferential electricity rates; Cleaning services; Airline services; Travel agent services.

Subprogramme 4. Staff development and training

Expected accomplishments	Indicators of achievement	Accomplishments realized
Continued provision of language training in the six official languages of the UN. Providing local communication, management and competencies-related training and coordination as well as local IT training.	Responding to the needs of the staff and Permanent Missions and client satisfaction with quality of services. Steady increase in demand for staff development training. Responding too specific needs of given offices in the acquisition of new skills in a changing environment.	Improvement of skills of staff and contribution to improve overall efficiency of Organization.
Legislative review	ACABQ Report A/54/7 regarding Section 27E: VIII. 79 Significant reduction in turnaround time has been achieved in the filling of vacancies, particularly for vacancies in the GS category where UNOG enjoys delegation of authority. VIII. 82 Performance indicators for locally centralized training activities in Geneva being refined. VIII.84 Regarding JAB/JDC/ABCC Secretariat, a significant reduction in backlog cases has been achieved and work methods streamlined to efficiently deal with cases filed or lodged during a given year. The ACABQ regretted lack of uniformity in the presentation of the estimates for the Medical Services. The UNOG budget covers only its share in the Geneva Joint Medical Service budget and expenditures, which are under the administrative purview of WHO.	

Section 27F: Administration, Vienna

Selected outputs/services provided during the biennium 2000-2001

Subprogramme 1: Finance and budget

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Disbursement vouchers processed	38 000	11 165	11 970
(b)Journal vouchers processed	13 400	2 538	2 228
(c) Inter-office vouchers processed	2 280	1 434	804
(d) Project allocation documents processed	4 585	380	267
(e) Cash receipt vouchers processed	360	874	783
(f) Travel authorizations processed	4 316	3 064	3 469

Subprogramme 2: Human resources management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Professional recruitments	80	60	38
(b) Professional placement promotions	140	35	22
(c) General service recruitments	98	44	46
(d) Short-term recruitments	1 800	1 199	850
(e) Official files maintained	2 900	3 594	3 650
(f) Office automation course hours taught	500	803	660
(g) Substantive skills training activities	120	28	22
(h) Professional classification notices	90	68	18
(i) General Service classification notices	190	59	51
(j) Contracts issued	960	906	1 055

Subprogramme 3: Support services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
1. General Support Section			
(a) Number of purchases	600	183	300
(b) Number of contracts	180	57	100
(c) Number of insurance claims	200	218	200
(d) Number of shipments processed	280	216	170
(e) Number of visa applications processed	1 300	358	300
(f) Number of customs declarations processed	1 500	585	630
(g) Number of travel actions processed	6 000	2 716	2 300
(h) Number of laissez-passer processed	5 200	2 269	2 200
(i) Number of United Nations certificates processed	1 600	340	200
2. Information technology (communications)			
(a) Number of registry items processed	40 000	13 400	10 600

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(b) Number of telexes transmitted	100	1	-
(c) Number of faxes transmitted	17 000	22 310	15 925
(d) Numberr of telephone extensions monitored	2 400	2 587	2 667
(e) Number of outgoing letters/printed material	2 70 000	126 400	95 000
(f) Number of special courier consignments handled	8 000	3 800	3 500
(g) Number of staff served by messengers	1 650	1 700	1 700
3. Information technology			
(a) Number of workstations supported by help desk	913	958	1 000
(b) Number of printers supported by help desk	400	315	400
(c) Number of users supported by help desk	913	850	904
(d) Number of monthly responses by help desk	1 400	970	830
(e) Number of external gateways supported	15	5	18
(f) On-line disk capacity maintained (gigabytes)	1 000	400/200	1 200/650
(g) Number of servers managed and run	30	44	55
(h) Number of LAN applications supported	45	53	49
Subprogramme C: Jointly financed Security and Safety Services			
(a) Meetings covered	1 600	1 443	964
(b) Grounds passes issued/extended	32 000	28 712	23 720
(c) Delivery vehicles screened for access	30 000	24 273	19 466
(d) Visitors/conference participants processed	450 000	213 346	199 664
(e) Weapons detected	350	375	416
(f) Mail items screened through X-ray machine	80 000	26 642	27 523
(g) Building patrols conducted	3 700	1 990	2 965
(h) Medical emergencies responded to	250	88	84
(i) Traffic citations issued	3 250	1 664	1 768

Section: 27F. Administration, Vienna – qualitative assessment of programme performance

Subprogramme 1: Finance and budget

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provision of financial and budgetary services to UN bodies at Vienna.	Improvement in efficiency of processing all financial and budgetary transactions for UN entities at Vienna.	Decentralized resources management to individual programme managers as a result of IMIS Release 3 which provided integrated real-time information with built-in control mechanisms. IMIS 4 (payroll functionality) implemented in October 2001, permitting the integration of personnel, payroll and financial data into a single information platform. Provided efficient financial services and introduced various productivity improvement initiatives to UN entities at Vienna. Led "Preparation for Euro" project for all UNOV entities and completed preparedness in time. Improved internal system of financial control and budget monitoring throughout the biennium.

Subprogramme 2: Human resources management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provision of services to all Vienna based programmes in staff administration, recruitment and staff development and training.	Efficient administration of all human resource processes.	Administered all international and local staff, from recruitment to separation, in accordance with the UN Staff Rules and Regulations and delegated authority from UNHQ. Provided all services related to staff development and training. Carried out extensive preparatory work for IMIS Release 4 (October 2001).

Subprogramme 3: Support services

Expected accomplishments	Indicators of achievement	Accomplishments realized
General Support Section: Provision of services to all Vienna based programmes in the area of commercial operation, mail operations and other facilities management.	Efficient general support services for all UN bodies based in UN Vienna International Centre.	Provided all services to the Vienna based programmes in the area of commercial operation, mail operations and other facilities management. Reconfigured the UN Visitor Centre, consolidated and relocated UN Pass Office and Conference Registration desks, simplifying and reducing time for registration for conference participants. Negotiated with host government on issue of asbestos removal. Installed new inventory system for improved inventory management and valuation. Prepared for conversion of procurement programmes to Euro currency.
Information Technology Section: Provision of information technology and telecommunications services to all relevant UN bodies at Vienna International Centre	Efficient and reliable information technology and communication services.	Managed and provided information technology and telecommunication services, including: - Maintenance and support for the central network infrastructure and the wide area network, servers, connectivity (including to the Internet) and networked applications; - User support with a Helpdesk for computer users, hardware repair and replacement, provision of advice on appropriate hardware and software, hardware and software installation, network connections and conference support; - Application development, maintenance and support. Developments included implementation of IMIS Release 4 on schedule; extension of Lotus Notes environment to entire user community; increase in network performance and reliability by upgrading network backbone performance and introducing Ethernet and a switched architecture; expanded the use of the internet/Intranet; and restructured the ODCCP technical environment and initiated standardized support to the field offices.
Security and Safety Section: Provision of security and safety services to all UN bodies at Vienna International Centre.	Effective security measures in place at UN VIC. Efficient fire and safety response mechanisms.	Training provided to all security officers in general service development areas, such as negotiation, communication, first aid, fire fighting and pistol shooting. Completion of surveillance (security management) system, using CC TV cameras to survey all sectors of site with central monitoring. Computerized key-issue system. Introduced new ID card system for conferences.

Section 27G: Administration, Nairobi

Selected outputs/services provided during the biennium 2000-2001

Subprogramme 1: Financial resources management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Financial statements prepared	250	201	710
(b) Cheques issued	270 000	11 125	9 049
(c) Wire transfer payments	6 500	5 804	8 069
(d) Journal vouchers processed	6 500	6 322	9 273
(e) Obligation documents processed	33 000	14 749	13 056
(f) Payments processed	27 000	16 929	18 118
(g) Travel claims	5 200	2 374	2 335
(h) Staff processed on payroll (all categories)	1 100	1 250	1 385
(i) Trust funds managed	75	98	100
(j) Project sub-allotments issued	200	102	319
(k) New projects approved	230	67	70
(l) Progress reports, terminal reports and audit certificates	3 500	1 198	1 086
(m) Donor agreements reviewed and issued	176	78	96
(n) Financial reports to counterpart contribution donors	165	72	112
(o) Contributions and payments processed	2 800	4 946	4 084
(p) Budgetary and financial information reports issued	4 465	3 163	2 669

Subprogramme 2: Human resources management

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Vacancy announcements issued	186	89	132
(b) Personnel actions processed	6 500	4 146	4 504
(c) Appointment letters issued	3 500	1 326	1 702
(d) Training programmes and tests conducted	4 465	1 829	2 093
(e) Patients treated	16 000	8 418	8 013
(f) Hours spent counselling staff members in person	22 000	3 200	3 200
(g) Travel claims approved	940	282	425
(h) Classification reviews processed	320	148	220

Subprogramme 3: Support services

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
(a) Area of conference and other space maintained (sq.m)	45 460	45 460	45 460
(b) Purchase orders issued	3 059	1 391	1 469

Output/service by subprogramme	Programmed 2000-2001	Number provided 2000	Number provided 2001
(c) Contracts issued	609	465	584
(d) Invoices processed	18 272	4 803	4 476
(e) Local contracts committee presentations	276	202	394
(f) Travel authorizations	8 900	4 725	1 309
(g) Laissez-passer and family certificates renewed	1 100	632	256
(h) Visas issued	1 400	640	125

Subprogramme 4: Information technology services

Output/service by subprogramme	Programmed 2000-2001	Number provided 2000	Number provided 2001
(a) IMIS releases supported	4	2	3
(b) Applications maintained	20	9	12
(c) File and printer sharing clients	2 000	1 100	1 500
(d) Help desk calls supported	18 000	11 427	14 971
(e) Personnel computers maintained	2 000	987	1 082
(f) Telephone extensions services	2 500	2 518	2 662
(g) Telephone calls on the public network	7 000 000	2 437 415	2 544 684
(h) Video conferences conducted	300	100	100

Subprogramme 5. Security and safety services

Output/service by subprogramme	Programmed 2000-2001	Number provided 2000	Number provided 2001
(a) Grounds passes issued	9 000	4 514	6 500
(b) Vehicles searched entering and leaving	21 900	11 000	14 400
(c) Traffic accidents investigated	200	123	208
(d) Calls for assistance provided	2 095	255	356
(e) Foot patrols conducted	2 820	1 460	2 920
(f) Security incident reports submitted	650	353	123
(g) Security site surveys conducted	220	157	223
(h) Burglary investigations conducted	70	44	47

Section 27E. Administration, Nairobi-qualitative assessment of programme performance

Subprogramme 1. Financial resources management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Efficient Financial Management of UNEP's resources including regular budget, the Environment Fund, Trust Fund and Trust Fund support budget and Counterpart contributions.	Liquidity and integrity of the funds of UNEP is maintained at all times. Successful adoption of UNEP's Biennial Programme and Support Budget for 2002-2003, and timely completion of the UNEP budget fascicle for GA approval. Efficient resource utilization, expenditures kept within approved allotments. Prompt establishment of trust funds and counterpart funding agreement Timely provision of financial information as management tool for decision-making process.	The liquidity and integrity of the funds of UNEP have been maintained at all times. Successful adoption of UNEP's Biennial Programme and Support Budget for 2002-2003. Approval by GA of UNEP's biennial programme and support budget for the biennium 2002-2003. Resources were efficiently utilized and expenditures were kept within authorized allotments. Trust funds and counterpart funding agreements were established within set timeframe. Periodic and ad hoc management and information reports were submitted within set deadlines to the satisfaction of clients.
Administering the Fund Management Aspect of the Implementation of UNEP's Programmes and Projects.	Overall expenditure kept within the allocated resources of the UNEP programme of work; Trust and Proper financial controls in place. Timely release of sub-allotments and imprest accounts' replenishments. Timely responses to audit queries and observations.	Expenditures were maintained within the allocated resources. Existing controls were supplemented through implementation of IMIS Release III. Sub-allotments and imprest account replenishments were timely issued. Responses to audit queries were submitted on time.
Efficient provision of financial/ accounts/ treasury and contributions services to UNCHS/ UNEP/ UNON.	Accurate and timely reporting to UNCHS, UNEP and UNON. Compliance with UN Financial Rules and Regulations All disbursements, including payroll, are completed accurately and on time. All receipts are recorded accurately and on time. Unidentified credits are kept at a minimum. Maximization of interest income.	The reporting was accurate and on time. Full compliance was ensured. Transactions were processed with a minimum of complaints from clients. Receipts/deposits processed to client satisfaction. Room for improvement on timeliness. Major improvement on number of unidentified deposits in accounts. Excess funds were invested in conformity with cash requirements. Amounts of bad debt requiring write-off were minimized. No adverse audit comments received.
Implementation of IMIS Release III.		
Work on behalf of other UN agencies.	All accounts are validated and current Reduced negative audit comments on contributions performance. Invoicing is accurate and timely. Releases implemented on schedule with no delays.	Accomplished on time with negligible number of complaints. Successful data cleansing in preparation for and transfer to IMIS Release III. Implementation was achieved with minor delays but processing was quickly brought up to date, except in project expenditures where IMIS caused considerable processing problems that are only now being overcome.

Expected accomplishments	Indicators of achievement	Accomplishments realized
	Well functioning program and trained personnel using it. Improved working relationships with existing clients. Gradual increase in new clients. Accounts Section generates increasing revenues on behalf of DAS.	UNON personnel are trained in Nairobi. The Finance Support Unit has been set up as a focal point for turnkey financial operations on behalf of visiting missions. Successfully supported the DRC mission and will use the experience gained to extend the paying client base.

Subprogramme 2. Human resources management

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provision of overall guidance and support on HR issues related to UNCHS, UNEP and UNON.	Service Level Agreements with clients in place. Systems support to IMIS users in HRMS available. Justice administered at UNON.	Service Level Agreements with clients are being discussed and HRMS strategies and policies being developed in line with UN Rules and Regulations. Sufficient support has been provided to IMIS users throughout period.
Provision of timely and accurate services to managers to implement staffing needs, and to staff regarding their entitlements in line with UN Rules and Regulations and the established policies.	Reduction in time needed to administer staff entitlements by implementing IMIS Release 3. Information materials available to staff to help understand the HR procedures.	IMIS Release 3 successfully implemented, processing time reduced and implementation of staff rules and regulations enhanced. Preparations for IMIS Release 4 being conducted on schedule. Briefing materials prepared; ST/Ais disseminated.
Provision of medical services and related administrative tasks.	Ensure efficient medical insurance coverage, timely medical clearance of staff, provision of first aid and preventive medical care.	Efforts continue to ensure efficient medical coverage.
Effective recruitment and classification services ensuring sound organizational structure, clear reporting lines and responsibilities.	Maintenance of current recruitment and classification services. Formalization of classification guidance to client organizations. Development of roster of candidates for UNEP and UNON.	Effective recruitment and classification services in place. Agreements made with UNEP and UN Habitat. Roster in place and being used successfully.
To upgrade substantive knowledge and increase Information Technology skills of staff.	Substantive and IT skills of staff enhanced. Language and communication skills strengthened.	Training provided to approximately 1400 Professional and GS staff members of UN Habitat, UNEP and UNON.

Subprogramme 3. Support services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Effective administration and maintenance of buildings in the UN Complex. Efficient operation of registry and other general services.	Efficient of provision relevant services, including stable electric power; effective maintenance of the conference area and security infrastructure. Efficient mail, pouch and archives services.	Improvements quality and efficiency of the whole range of building maintenance services, including official mail, security system maintenance, the UN Gift Shop, UN Petrol Station and UN Commissary and ensuring that all concerns of the staff regarding these services are addressed promptly.
Coordination of local and	Efficient provision of travel and procurement	Timely provision of travel and shipment services in full compliance with the requirements of the host government. Effective procurement

Expected accomplishments	Indicators of achievement	Accomplishments realized
international procurement, and efficient management of property.	services; improved property management.	operations and properly maintained inventories.
Implementation of IMIS.	Efficient implementation of IMIS 3; well functioning programme and trained personnel.	Successful implementation of IMIS 3 in the procurement of goods and services. All relevant UNON personnel are trained and programme functioning at Nairobi.

Subprogramme 4. Information technology services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provision of reliable and efficient technical support to IMIS services.	Faster processing of human resources and financial requests.	Both human and financial resources processes are now streamlined due to the rollout of IMIS and staff productivity has increased markedly.
Provision of reliable, efficient and secure networking environment.	Reduction in computer downtime, high productivity of available resources and reduced network security compromises.	LAN/WAN services have been available for more than 99% of the sampling period. Highly reliable/efficient services were provided. No network security compromises.
Provision of reliable and cost-effective telecommunication (voice/fax/video conference) services.	Services available whenever required at competitive prices.	Highly reliable telephony services continue to be provided at extremely competitive prices with minimal financial commitments.

Subprogramme 5. Security and safety services

Expected accomplishments	Indicators of achievement	Accomplishments realized
Provision of a reliable Security Plan, effective and efficient security service to UN agencies in the greater Nairobi area and outlaying camps or bases.	Effective Security Plan ensuring safe evacuation. The Security Section database is accurate and the nominated wardens are trained. Reliable protection to UN property. Reduction in the number of security incidents both within the UN Premises and in staff residential areas.	The Security Plan was regularly tested and reviewed and updated, to ensure that emergency plans are in keeping with the prevailing security situation. The database is completely accurate and information contained in it is sufficient to account for all UN personnel and their dependents. Proper security practices and procedures were employed reducing the risk of security related incidents occurring inside and outside UN premises. Security measures that proactively restricted the entry of unauthorized personnel to UN premises at all times were employed. Unauthorized removal of UN property was prevented.

Section 28. Internal Oversight Services

Selected outputs/services provided during the biennium 2000-2001

Office of the Under-Secretary-General

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Parliamentary documentation:			
Annual analytical & summary report to the GA on activities of OIOS			
Additional report to the General Assembly on funds and programmes (54/244)			
Inernal Oversight Services:			
Periodic compliance monitoring and inspection visits to UN offices away from HQ			
Semi-annual reports to the SG on the status of implementation of the recommendation of OIOS			
Substantive servicing:			
Fifth Committee (2000/2001)			

Subprogramme 1: Central Evaluation

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Parliamentary documentation:			
Biennial report on strengthening the role of evaluation (2000/2001)	1	-	1
In-depth evaluation reports			
In-depth evaluation reports on global development trends, issues and policies, the United Nations programme on the advancement of women, policy coordination and sustainable development, and population	4*	2	2
Triennial reviews of in-depth evaluations			
Triennial reviews of the in-depth evaluation of humanitarian affairs, crime prevention and criminal justice and the United Nations Drug Control Programme	4*	2	2
Substantive servicing:			
Fifth Committee (2000/2001)	2	1	1
Committee for Programme and Co-ordination (2000/2001)	2	1	1
Internal Oversight Services:			
Ensuring systems for self-monitoring and self-evaluation are established at the departmental level, and assess the adequacy and effectiveness of the systems as a management tool.	4	2	2
Technical guidance for departments and offices self-evaluation (workshops)		1	-

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* Estimates not indicated in programme budget for 2000-2001.

Subprogramme 2: Audit and management consulting

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Internal Oversight Services (RB/XB):			
Audits of Headquarters and North America	18	18	21
Audits of Africa	27	30	25
Audits of Asia and the Pacific	16	16	10
Audits of Europe	35	24	20
Audits of Latin America and the Caribbean	16	2	2
Audits of Western Asia	19	9	10
Audits of UNHCR	82	42	39
Follow-Up on audit recommendations of earlier biennia	*	1	-
Management consulting projects		1	2

Subprogramme 3: Central Monitoring and Inspection

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Parliamentary documentation:			
Report of the Secretary-General	6	3	2
Substantive servicing:			
Fifth Committee (2000-2001)	2	1	1
Committee for Programme and Co-ordination (2000 and 2001)	1	1	-
Internal oversight services:			
Inspections	4	2	2
Follow-up inspection reviews	4	2	2

Subprogramme 4: Investigations

Output/service by subprogramme	Programmed	Number provided	
	2000-2001	2000	2001
Internal oversight services (RB/XB)			
Clearance of case backlog and new additional investigation (a) Backlog (b) New cases	 * *	 a) 201 b) 384	 a) 196 b) 455
Improvement of confidential reporting facility	*	7	15
Assessment and Analyze of fraud potential in high-risk operations and recommendation of corrective action	*	-	1
Enhancement of existing liaison channels as well as establishment of new channels	*	114	157

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* Estimates not indicated in programme budget for 2000-2001.

Section 28. Office of Internal Oversight Services – qualitative assessment of programme performance

Subprogramme 1. Central Evaluation

Expected accomplishments	Indicators of achievement	Accomplishments realized
Ensure increases in the relevance, efficiency, effectiveness and impact of United Nations programmes as a result of implementing the recommendations contained in evaluation reports and strengthening the role of self-evaluation within the Organization.	a) The number of approved recommendations implemented by programme managers; b) Findings in reviews by the CPC and GA of the evaluation reports that the quality of recommendations has improved; c) The number of self-evaluation projects conducted and implemented by programme managers; d) Findings in the biennial reports to the GA that the role of self-evaluation in the Organization has been strengthened.	a) Of the 72 recommendations endorsed by CPC during the preceding years, 46% was fully implemented and 35% is in progress. It should be noted that the time allowed for the full implementation of recommendations goes beyond the reporting period. b) A higher proportion (96%) of evaluation recommendations was endorsed by CPC during the reporting period than in the previous biennium. A pilot phase of the international radio broadcasting capacity for the United Nations as recommended by the 1996 in-depth evaluation has been implemented. c) The 2000 triennial review of OCHA revealed that the restructuring of the Secretariat machinery responsible for coordinating humanitarian assistance followed the same approach to reform as recommended in the 1997 evaluation. d) Although the number of self-evaluation projects remained at the same level as in the previous biennium, OIOS found that programme managers focused on the implementation of the Result-Based Budgeting approach, to strengthen programme capacities to carry out self-evaluations.

Subprogramme 2. Internal audit and consulting

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Strengthen accountability and contribute to the efficiency and effectiveness of Secretariat operations. b) Eliminate some of the pervasive management control weaknesses across the Organization. c) Assist management in its reform efforts through the provision of information, advice and consultation.	a) The percentage of audit recommendations, including those relating to mainstreaming a gender perspective, implemented by programme managers b) Total amount of erroneous and/or unauthorized expenditures found. c) Level of satisfaction by programme managers with the contributions made by the management consulting services to improve the management of their programmes.	a) Over 69 per cent of all audit recommendations and observations were implemented by management. b) The Division recommended recoveries in the amount of US$62.4 million, based on estimations. The actual amount accepted by clients was US$76.4 million. In addition, the UNHCR Audit Section in Geneva recommended US$10.7 million; US$5.3 million was actually implemented/recovered by clients. c) Programme managers expressed satisfaction overall with the management consulting services provided.

Subprogramme 3. Central Monitoring and Inspection

Expected accomplishments	Indicators of achievement	Accomplishments realized
a) Ensure the creation of a mechanism for exchanging best practices in programme performance monitoring and reporting. b) Enhance the role of monitoring and evaluation as a cogent tool of managerial and legislative decision-making and efficient programme delivery. c) Ensure the timely identification of problems in programme activities. d) Recommend corrective measures and ensure their timely implementation.	a) Introduction of the qualitative dimension into programme performance reporting (PPR). b) Universal adoption of IMDIS as the instrument of the PPR. c) Impact of inspections' recommendations.	a) The programme performance reporting now includes a qualitative assessment of the implementation of the activities of each programme. Accomplishments realized now show the delivery of outputs and link their impact to programmatic objectives. b) IMDIS became universally accepted as a reporting tool for PPR. Continuous improvements have made it more comprehensive and user-friendly. OIOS provided training, guidance and technical support to clients and produced a manual on the use of IMDIS. c) Inspections are better organized, structured and focused. Six inspections resulted in 66 recommendations, of which 33% of them were implemented and

Expected accomplishments	Indicators of achievement	Accomplishments realized
		67% still in progress. This has led to improvements in the organization of work and efficiency of programme delivery.

Subprogramme 4. Investigations

Expected accomplishments	Indicators of achievement	Accomplishments realized
Ensure an enhanced ability to respond to requests for investigative services in a timely manner and an increase in the visibility of its services to deter any abuse of United Nations resources.	a) Increase in number of cases received. b) Increase in the number of matters cleared. c) Increase in the number of reports and communications issued. d) Increase in the number of recommendations issued.	a) An 80% increase in cases received as compared to the previous biennium. b) A 101% increase in matters cleared as compared to the previous biennium. c) A 64% increase in the number of reports and communications issued as compared to the previous biennium. d) A 58% increase in the number of recommendations issued as compared to the previous biennium. e) A deterrent against future violations has been achieved through the increase in investigations outputs. Despite the significant increase in caseload and no additional staffing resources during the period, the Section was able to increase its output and clear more than twice as many matters in the 2000-2001 biennium as compared to the previous biennium as well as increase the number of reports/communications and recommendations issued by the Section.

Legislative review	The General Assembly took note of OIOS reports, expressing appreciation for the work of OIOS. It recognized the need for clear statements of objectives, expected accomplishments and corresponding indicators of achievement in future medium-term plans and programme budgets (55/234). ACABQ welcomed and encouraged the continuation of efforts to coordinate the work of OIOS' subprogrammes. CPC expressed support for the programme of work and functions of OIOS. Satisfaction was expressed for the contribution of OIOS' work to the reform efforts of the Secretary-General and improvements for the efficient and effective use of resources in the United Nations. CPC noted with appreciation the inclusion of the qualitative assessment in the 1998-99 PPR. It also welcomed the introduction of audit cycles of three to four years, in accordance with internal audit standards and expressed support for the horizontal and thematic approach, which would lead to greater cohesion among the UN offices. CPC emphasized that the role of evaluation is becoming increasingly important and recommended that all necessary steps be taken to ensure fulfilment of the objectives of the Regulations and Rules concerning evaluation. The Fifth Committee reviewed the Report on Rules and procedures to be applied for the investigation function.